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FINAL EVALUATION REPORT ON FORT ORD PROJECT VOLAR,

(10)

William E. Datel Ph.D.

(12)

144 P.

Note to reader:

In late 1970 Fort Ord was named an experimental post to test aspects of the new all-volunteer Army. This experimental program was called Project VOLAR.

The attached technical report, dated 4 August 1972, describes the methods used and the data obtained in an attempt at formal program evaluation of the many training and life-style innovations developed at Fort Ord during the period from June 1969 through June 1972.

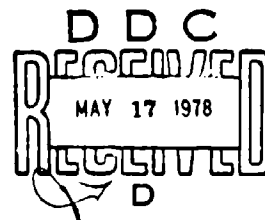
The report was prepared by Dr. Datel just prior to his retirement from active duty in September 1972.

(11)

4 APR 1978

Walter Reed Army Institute
of Research

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DEPARTMENT OF THE ARMY
HEADQUARTERS
UNITED STATES ARMY TRAINING CENTER, INFANTRY
AND
FORT ORD, CALIFORNIA, 93941

AMNOR-CTEG

4 August 1972

SUBJECT: Letter of Transmittal

THRU: Commanding General
Sixth United States Army
ATTN: AMPER-D (COL Larson)
Presidio of San Francisco, California 94129

Commanding General
US Continental Army Command
ATTN: ATPER-VAD (COL Stewart)
Fort Monroe, Virginia 23351

TO: Deputy Chief of Staff for Personnel
Department of the Army
ATTN: DACS-MA (CPT Fredricks)
Washington, D. C. 20310

Transmitted herewith is the final Fort Ord Project VOLAR Evaluation.

FOR THE COMMANDER:

Incl
as

L. Nelson, 2LT AGC
for MAJ L. WASHINGTON
Captain, WAC
Act Asst AG

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PORT ORD FINAL PROJECT VOLAR EVALUATION

1. References:

a. Letter, AMNDR-CVEG, this headquarters, dated 31 January 1972, subject: Fort Ord Semi-annual FY 72 Project VOLAR Evaluation.

b. Letter, AMNDR-CG, this headquarters, dated 27 July 1971, subject: Fort Ord FY 71 Evaluation of Project VOLAR.

2. Purpose: To update, consolidate, and preserve data gathered during the period of Project VOLAR at Fort Ord.

3. General:

a. References in paragraph 1a and 1b, above, report findings from the first 12 months of Project VOLAR at Fort Ord. The present report presents data for the final 6-month period of Project VOLAR (Jan-Jun 72) and juxtaposes the previous data for convenience of inspection, comprehension, and trend detection.

b. Data from measurements made in the Fort Ord Project VOLAR evaluation are presented in Annexes A through F. Annex G presents a chronology of training happenings at Fort Ord against which the data obtained may be viewed.

c. This final Project VOLAR report is prepared as a data reference or data catalog rather than as a guide for imminent decision-making. In the two previous Fort Ord Project VOLAR evaluations, we have attempted to use the gathered empirical data as the basis from which to draw conclusions and proffer guidance for future program development. Primarily, this final report purports to document and record rather than to draw definitive conclusions. Information contained herein may have its greatest usefulness only at some later date, when more information may make our information more interpretable.

d. Major findings from data presented in each of the Annexes are now summarized in turn. When the same data are presented in both tabular and chart form, the inclosure reference is to the chart only.

4. Trainee Morale (Annex A):

a. Trainee morale at Fort Ord made its most marked gain in the several month period immediately preceding the beginning of Project VOLAR. BCT MMI mean scores rose from the upper twenties to the mid-thirties.¹ (Incl 8)

b. With some periodic fluctuations, BCT morale during VOLAR has maintained itself at a fairly steady level and with very little slippage from the more or less "VOLAR MMI Norm" of 35.00 (Incl 5,6).

c. The most sustained period of high BCT trainee morale recorded at Fort Ord was from April through June of 1971. During this time mean MMI scores for the post held in the 36 to 37 range. Since then, there have been only occasional spurts of morale up into these levels. (Incl 5,6)

¹ Pre-VOLAR morale measurement was on a limited sampling basis only, as opposed to total population measurement during VOLAR. Also, the "mid-1970" and "late-1970" data points are from experimental (i.e., MRS development) units.

d. Because of the limited number of troops (and companies) that were measured, AIT morale is much more variable from one week to the next. From a rather steady plateau of 32 to 35 throughout the closing months of CY 71, AIT morale dropped markedly in February 1972. In March, it recovered, but followed very much of an up and down course through June 1972. (Incl 5,6)

e. One of the strongest findings in the morale data, in terms of its reflection upon the adjective checklist as a morale measurement method, is the emergence of a characteristic BCT cycle morale pattern. In 7 replications (most of which are based on massive amounts of data) a "U" or saucer-shaped curve depicts the movement of the state of morale across BCT time. Morale is high at the beginning of the cycle, recedes during the mid weeks, and rises at the end. When morale is severely injured, as in the 1968 and early 1970 data, the saucer is more like a bowl. (Incl 10)

f. There is less available data on the AIT morale pattern, though here, too, the U-shaped curve is suggested. (Incl 11)

g. The morale pattern in the Special Leadership Preparation Program (SLPP) trainees is somewhat at variance with that found in trainees participating in the Fort Ord-developed Accelerated Training Program. In the SLPP trainees, morale peaks at the sixth week and returns to the "non-SLPP level". In the Fort Ord Accelerated Training Program, the accelerated trainees showed a dramatic and persistent rise from selection to completion of the program. (Incl 13, 16)

h. Another remarkably consistent morale finding beginning with the mid-1970 data is the similarity in magnitude of the end-cycle (Week 8, of late Week 9) result. The MMI mean for this point in cycle repeatedly falls between 36 and 37. (There is an exception in the Jan-Jun 71 data when the trainees (and cadre!) were having difficulty adjusting to the complete mastery requirements of the new Comprehensive Performance Test). (Incl 10)

i. This remarkably similar end-cycle morale result (obtained in two slices of pre-VOLAR data as well as in VOLAR data) suggests the powerful presence of variables in the BCT process common to all cycles from mid 1970 on. The only innovated variable common to all these time periods is the Merit-Reward System. (Incl 10)

j. Yet we repeatedly observe that units functioning within the same major command and under the same innovated programs consistently differ in the morale they create in their trainees. This suggests that within the morale cycle pattern commonality, within the end-cycle morale level commonality, and within "program" commonality, leadership/management policy and handling still produce rather profound morale differences. (Incl 15)

5. Trainee Attitude and Perceptions of Environment (Annex B):

a. BCT trainee attitude toward training and the Army has improved during the VOLAR period. Ratings moved from around 4.50 at the beginning of VOLAR to 5.06 for the 6-month period just completed. (Incl 5, 7)

b. BCT trainee reenlistment intention has moved upward considerably during VOLAR. Ratings of approximately 1.50 characterized the first 3 or 4 months of VOLAR. In the final 3 or 4 months of VOLAR, reenlistment intention ratings around 3.50 are common. A two-point rise on a 7-point scale represents a vast difference in sentiment. (Incl 5, 8)

c. AIT trainee attitude has also shown improvement during the Jan-Jun 72 6-month period. Reenlistment intention is quite variable between AIT companies. (Incl 6, 9, 10)

d. Throughout the 18-month VOLAR period, BCT ratings in some areas have declined while in others there has been improvement. Most MRS ratings have fallen; the quality of MRS execution, for example, moved from 5.12 in FY 71 to 4.78 in CY 72. Basing weekend privileges on merit-earnings moved from 6.19 to 5.63. Privileges becoming available as promised slipped from 5.60 to 4.94. (Incl 5, 13, 14, 26)

e. The environment is progressively rated as more austere: 4.79 to 3.87 to 3.45 for the three 6-month periods studied. (Incl 5, 27)

f. The adequacy of physical training/conditioning has risen: 4.20 to 4.75 to 4.95. (However, physical conditioning is rated less adequately by graduates of the new BCT program). The quality of the training/instruction is rated higher from one 6-month period to the next: 5.13 to 5.32 to 5.54. Military discipline has shown pronounced improvement: 4.89 to 5.09 to 5.30. The scale which purports to measure leadership/professionalism/training has held quite steady throughout VOLAR: 4.89 to 4.87 to 4.91. (Incl 5, 18, 23, 25)

g. AIT trainees rate the quality of instruction and the adequacy of physical training higher in the Jan-Jun 72 period than ever before. In other leadership/professionalism areas, there has been an improvement over the Jul-Dec 71 period, but not up to the Jan-Jun 71 period. (Incl 6)

h. SLPP trainees rate the environment as slightly more professional, slightly less austere and voice a slightly-better attitude than their non-SLPP company mates. However, SLPP/non-SLPP comparisons decidedly indicate that physical conditioning is less in SLPP than out. (Incl 28)

6. Trainee Attrition (Annex C):

a. In BCT total trainee attrition (i.e., trainees failing to graduate with originating company) during the 18-month VOLAR period was 11.67%. From one 6-month period to another, there has been a gradual upward rise in total attrition in BCT. Medical and administrative separations were highest during the Jan-Jun 72 period; AWOL/DFR rates dropped slightly during this most recent period. (Incl 6)

b. In AIT total trainee attrition during the 18-month duration of Project VOLAR was 13.09%. Here, also, there has occurred a rising trend in the attrition rate: 10.47% to 13.26% to 14.59%. AWOL/DFR has increased in AIT during the course of Project VOLAR: 2.57% to 3.17% to 3.70%. The AWOL/DFR rate was higher in AIT than in BCT during Project VOLAR. (Incl 13)

7. Trainee Performance (Annex D):

a. In BCT, performance test scores have trended downward during the eighteen months of Project VOLAR. Rifle Marksmanship moved from an average of 73.64 in the first 6-month period to an average of 69.67 in the final 6-month period. A quality control "crackdown" in RM scoring procedures occurred during CY 72. Physical fitness test scores have moved downward an average of 4 points in the last six months and the failure rate has moved up almost half a percentage point. The

failure rate on the initial test of the Comprehensive Performance Test (CPT) rose to the mid-90's with the advent of the new BCT program (cycles graduating on 14 April 1972 and thereafter). The same trend is evident on the first retest failure rate. (Incl 4, 3)

b. Physical fitness test results on AIT trainees have improved 10% points over the second 6-month VOLAR period. For the 18-month period of study, the average physical fitness test score in AIT is 394.84 compared with an average of 386.54 in BCT. (Incl 8)

8. Correlates of Attitude and Reenlistment Intention (Annex E):

a. Among the three sets of BCT correlation data obtained from the three 6-month VOLAR periods, there is very high agreement in the resultant rank-ordering of environmental ratings with attitude. The evidence clearly indicates that leadership/training/professionalism happenings are more closely associated with attitude than are life style or physical comfort conditions. (Incl 1, 2)

b. And, now that all the data are in (again, 3 sets of more than 100 companies in each set), the same inference can be drawn from the reenlistment intention correlation data in BCT. Leadership interest and concern apparently produce more pay-off in reenlistment intention in the basic trainee than does manipulating or improving physical living conditions. (Incl 1, 2)

c. In AIT, the rank-ordering of the correlation co-efficients from one time to the next is less stable. Again, however, attitude is clearly more closely associated with quality of instruction, cadre responsiveness and interest, etc. For reenlistment intention, the agreement in rankings is so low ($r_p = .320$) as to introduce caution in drawing conclusions about the relative importances. (Incl 1, 2)

9. Permanent Party Attitude (Annex F):

a. Ratings obtained from the first run of the Army Satisfaction Inventory (ASI) suggest considerably more satisfaction than dissatisfaction with Army life at Fort Ord among permanent party members. Satisfaction with professional aspects of life at Fort Ord (job and leadership conditions) and with living quarters are rated somewhat higher than satisfaction with post services. (Incl 1, 2)

b. Of those parameters which frame any career (i.e., pay, promotion, security, opportunities for achievement, etc.), the sample studied is most satisfied with the Army's retirement system. Actually, the sample surveyed is more satisfied than not with all of these crucial career dimensions. (Pay, advancement, and family life hover around the midpoint, but are on the positive side). This finding, if it is representative of sentiment throughout the entire Army (a risky assumption) augurs well for the creation of a desirable Army career image. It is also encouraging that the idea of having an all-volunteer Army is quite acceptable to this group of respondents. (Incl 1, 2)

c. From the inter-item correlation study, the finding emerges that overall career satisfaction, as well as career intention, are more closely associated with family life satisfaction than any other variable on the Inventory. (Incl 3)

d. The ASI data must be regarded as preliminary. Caution should be attached to inferences made from a one-time sampling. Additional studies (time series or cross sectional) will be necessary before trends or effects are established. (On the drawing boards at Fort Ord is ASI Form 2 (ASI₂) for use in measuring satisfaction in Army wives).

10. Summary of Findings: The evaluation process of Project VOLAR at Fort Ord has resulted in the following major observations in the dependent variables studied:

- a. Reenlistment intention (especially in 1st-8 weeks trainees) rose greatly during the 18-month period of measurement.
- b. There has been a steady, gradual improvement in trainee attitude toward the Army and toward training during the VOLAR period.
- c. Trainee morale at Fort Ord improved drastically during the several months preceding the onset of Project VOLAR. During VOLAR, morale in 1st-8 weeks trainees has tended to be maintained at levels reached in units studied just before VOLAR began. Morale in 2d-8 weeks trainees during VOLAR is highly variable from unit to unit and from week to week.
- d. Leadership (construed as interest, concern, caring, and involvement by leaders for their men), training (construed as the sum total of acts communicating information and know-how from the learned to the learner--with feedback) and professionalism (construed as pride, commitment, discipline, skill, know-how, and technique in the work tasks themselves) are more closely associated with attitude development and with reenlistment intention in the trainee than are life-style variables (construed as physical comforts, living conditions, and other non-task elements).
- e. Trainee attrition increased in both BCT and AIT during the 18-month period of Project VOLAR. There were declines in trainee performance test results in BCT over the 18-month period. In AIT physical fitness test results dipped and rose again over the period studied.
- f. Ratings of the fidelity of the administration and execution of the Merit-Reward System (MRS) have declined over the 18-month period. However, ratings of the adequacy of physical conditioning (until recently), of the quality of the instruction received, and of military discipline and courtesy have risen over the 18-month period.
- g. A sample of approximately 450 respondents measured in June 1972 indicates that Fort Ord permanent party personnel are favorably disposed to the idea of having an all-volunteer Army and are more satisfied than dissatisfied with all career aspects of Army life.

11. Summary of Innovations: The following major programs directly relating to (or impacting upon) training were in effect during part or all of Project VOLAR. While it is impossible for the evaluation process to assess the specific contribution of each of these independent variables to the dependent variable measurements, their presence during Project VOLAR at Fort Ord is important to summarize and record.

- a. The Merit-Reward System (MRS). (Pre-VOLAR and during VOLAR)
- b. The Experimental Volunteer Army Training Program (EVATP). (Jan 71-Dec 71)
- c. Management information system with scaling and feedback of performance data (Jan 71-Sep 71) and morale/attitude data (Jan 71-Jun 72) to unit commanders.
- d. Reintroduction of challenges into training. (Fall 71)
- e. Fort Ord Accelerated Training Program. (Oct-Dec 71)

- f. Discipline training. (Inserted in POI in Fall 71)
- g. Formalized (week-long) leadership and professionalism training seminars for officers, NCOs, drill sergeants. (Aug 71-Apr 72)
- h. New BCT and AIT program. (Feb 72 on)
- i. Barracks renovation. (CY 71)
- j. Civilian KP. (Selected units in FY 71)
- k. "Liberalization" of trainee's life-style (5-day training week, more generous pass policies, wearing civilian clothes when not training, beer in barracks, permission to decorate barracks, etc.). (FY 71)
- l. "Austerity" in trainee's life-style (tightening of haircut policy, removal of beer from barracks, ruggedness and toughness of training emphasized, discipline and courtesy reemphasized, return to "immediate reaction" training, etc.) (Jul 71-Jun 72)
- 12. Acknowledgement: The Fort Ord Command expresses deep appreciation to the Superintendent, United States Naval Post Graduate School, Monterey, California, for the inordinate amount of computer machine support given to make the Fort Ord Project VOLAR evaluation possible.

ANNEXES:

- A - Trainee Morale
- B - Trainee Attitude and Trainee Perceptions of the Training Environment
- C - Trainee Attrition
- D - Trainee Performance
- E - Correlates of Attitude and Reenlistment Intention
- F - Permanent Party Attitude
- G - Chronology of Programs and Policies Affecting Training

ANNEX A (Trainee Morale) to Fort Ord Final Project VOLAR Evaluation

1. REFERENCE: Letter, AMNOR-CVEG, this headquarters, dated 31 January 1972, subject: Fort Ord Semi-annual FY 72 Project VOLAR Evaluation.

2. PURPOSE: To present the results of measurements of trainee morale before and during Project VOLAR at Fort Ord.

3. METHOD:

a. The method used for measuring trainee morale with the Military Morale Inventory (MMI) is described in Annex A, paragraph 4, of above reference. A copy of the MMI is at Inclosure 1.

b. With the advent of the new BCT program, the eighth week MMI measure was changed to Week 9. This change occurred with the cycle completing training on 14 April 1972. Similarly, MMI measures in AIT were switched from Weeks 9, 10, 12, 14, and 16 to Weeks 10, 11, 13, 15, 17, upon phase-in of the new AIT program.

c. The morale of trainees involved in the Special Leadership Preparation Program (SLPP) was measured separately from trainees in the regular 8 1/2 week BCT program. For the first five cycles, SLPP trainees were administered the MMI in the seventh and in the eighth weeks; for the last six cycles, the morale of SLPP trainees was measured in the sixth and eighth weeks.

4. RESULTS:

a. Inclosures 2, 3, and 4 list morale data accumulated at Fort Ord during the entirety of Project VOLAR. (At Inclosure 2, some pre-VOLAR data points are also given) The MMI mean for each calendar week is based on thousands of trainees in the case of 1st-8 weeks, or BCT, data and usually on hundreds of trainees for the 2d-8 weeks, or AIT, data. Inclosures 5 and 6 are a plot of these data points.

b. Inclosure 7 consolidates the morale data for seven different calendar items, from a limited sampling in 1968 through the present 6-month period. Inclosure 8 is a plot of these data points.

c. Morale results, by week of training, for these seven different time periods are presented at Inclosure 9. Inclosure 10 is a plot of these data for BCT; Inclosure 11 is a plot of these data for AIT.

d. MMI data from the eleven cycles (40 companies) that completed the new BCT program are summarized by week measured at Inclosure 12. A breakout of the morale results on SLPP trainees is given. Inclosure 13 is a plot of these data. Inclosure 16 is data from the previous VOLAR evaluation report showing the morale of trainees in the Fort Ord Accelerated Training Program.

e. Contrasting MMI results from two battalions within the same brigade are presented at Inclosure 14, and charted at Inclosure 15. These data exhaust the MMI measures collected in each of these battalions during a 12-month period, from July 1971 through June 1972, and serve to illustrate the finding that true unit differences in managing trainee morale must be regarded as heavily contaminating the search for "program effects".

Inclosures:

- 1 - MMI Sheet
- 2 - Trainee Morale (FY 71)
- 3 - Trainee Morale (FY 72)
- 4 - Trainee Morale (CY 72)
- 5 - Trainee Morale (CY 71) (chart)
- 6 - Trainee Morale (CY 72) (chart)
- 7 - Consolidation of Trainee Morale Data
- 8 - Trainee Morale 1968 to 1972 (chart)
- 9 - Morale Results by Week of Training for Seven Different Time Periods
- 10 - Morale in BCT (chart)
- 11 - Morale in AIT (chart)
- 12 - Morale in New BCT Program
- 13 - Morale in New BCT Program (chart)
- 14 - Contrasting Morale in Two Battalions
- 15 - Contrasting Morale in Two Battalions (chart)
- 16 - Morale in Fort Ord's Accelerated Training Program (chart)

MILITARY MORALE INVENTORY

INSTRUCTIONS: Below is a list of words which can be used to describe a soldier's morale or "feeling state."

We want you to summarize your morale for the past week. Blacken in the space alongside the words that best describe the way you have felt during the past week.

Although some of the words may seem similar to each other, please mark all of the words that describe the main feelings you have experienced during the past week.

The results of this inventory are scored by machine; therefore:

- Use the pencil provided (#2 pencil)
- Keep answer sheet clean
- Erase stray marks and errors completely
- Do not fold or tear answer sheet

There is no time limit. When finished, turn your answer sheet face down.

COMPANY		UNIT	
BATTALION			
BRIGADE			
PLATOON			
DAY		DATE	
MONTH			
YEAR			
ADMINISTRATION			
IDENTIFICATION NUMBER			

HOUR	

- | | | | |
|-----------------|------------------|------------------|-------------------|
| 1. ACTIVE | 21. CROSS | 41. GOOD-NATURED | 61. PEACEFUL |
| 2. ADVENTUROUS | 22. DISAGREEABLE | 42. HAPPY | 62. PLEASED |
| 3. AGITATED | 23. DISCONTENTED | 43. HEALTHY | 63. PLEASANT |
| 4. AGREEABLE | 24. DISCOURAGED | 44. HOPELESS | 64. RELAXED |
| 5. AGGRESSIVE | 25. DISGUSTED | 45. IMPATIENT | 65. RESENTFUL |
| 6. ALIVE | 26. DISPLEASED | 46. INSPIRED | 66. SAD |
| 7. ALONE | 27. DOWNCAST | 47. INTERESTED | 67. SAFE |
| 8. ANGRY | 28. EMBARRASSED | 48. IRRITATED | 68. SATISFIED |
| 9. ANNOYED | 29. ENERGETIC | 49. JOYFUL | 69. SECURE |
| 10. ASHAMED | 30. ENTHUSIASTIC | 50. KINDLY | 70. STRONG |
| 11. AWFUL | 31. EXCITED | 51. LONELY | 71. SUFFERING |
| 12. BITTER | 32. FINE | 52. LOST | 72. TENSE |
| 13. BLUE | 33. FIT | 53. LOVING | 73. TERRIBLE |
| 14. BORED | 34. FREE | 54. LOW | 74. TORMENTED |
| 15. CAREFREE | 35. FRIENDLY | 55. LUCKY | 75. UNDERSTANDING |
| 16. CHEERFUL | 36. FURIOUS | 56. MAD | 76. UNEASY |
| 17. COMPLAINING | 37. GAY | 57. MERRY | 77. UNHAPPY |
| 18. CONFIDENT | 38. GLAD | 58. MISERABLE | 78. UPSET |
| 19. COOL | 39. GLOOMY | 59. NERVOUS | 79. WONDERFUL |
| 20. COOPERATIVE | 40. GOOD | 60. OFFENDED | 80. WORRYING |

ANNEX A, INCL 1

TRAINEE MORALE FY 71

	1st-8 Weeks		2d-8 Weeks	
	# COMPANIES	MMI MEAN*	# COMPANIES	MMI MEAN*
PRE VULAR				
Early 1968	2	29.94		
Early 1970	6	28.52		
Mid 1970	21-28	32.39		
Late 1970	46-11	35.01		
VULAR FY 71				
8 Jan 71	25	35.01		
15 Jan 71	25	32.21		
22 Jan 71	25	33.93		
29 Jan 71	25	33.67		
5 Feb 71	24	33.68		
12 Feb 71	25	33.69		
19 Feb 71	25	33.00		
26 Feb 71	25	34.23		
5 Mar 71	25	33.46		
12 Mar 71	25	34.92	3	33.32
19 Mar 71	25	35.63	2	36.18
26 Mar 71	25	35.66	3	31.82
2 Apr 71	25	36.18	6	31.40
9 Apr 71	25	36.39	5	28.92
16 Apr 71	25	36.57	8	32.79
23 Apr 71	25	35.86	7	31.85
30 Apr 71	25	37.04	10	31.51
7 May 71	25	35.70	9	35.09
14 May 71	25	37.88	10	33.45
21 May 71	25	35.85	9	32.45
28 May 71	25	37.32	10	35.00
4 Jun 71	25	35.55	10	31.73
11 Jun 71	25	37.09	10	34.91
18 Jun 71	25	36.16	10	33.52
25 Jun 71	25	36.24	10	33.69
VULAR FY 71 AVG		35.32**		33.05**

*Translated from MMI-MAACL equivalence tables.

**Weighted by number of companies measured.

TRAINER MORALE FY 72

Week of	1st-8 Weeks			2d-8 Weeks		
	No. of Companies	No. of Trainees	MMI Mean	No. of Companies	No. of Trainees	MMI Mean
2 Jul 71	25	3319	35.32	10	985	29.84
9 Jul 71	25	3273	35.70	10	966	32.59
16 Jul 71	25	3311	33.46	10	1079	28.96
23 Jul 71	25	3214	33.59	10	1045	30.32
30 Jul 71	25	3269	33.45	10	1045	31.58
6 Aug 71	25	3269	34.47	10	1025	28.56
13 Aug 71	25	3245	32.47	10	1016	32.56
20 Aug 71	24	3142	35.21	10	970	31.21
27 Aug 71	25	3081	35.57	10	1004	33.06
3 Sep 71	25	2988	35.78	10	1047	33.64
10 Sep 71	25	3170	36.19	9	756	34.90
17 Sep 71	24	2917	35.76	9	924	33.16
24 Sep 71	25	2954	36.93	9	738	32.92
1 Oct 71	24	2791	35.67	10	879	37.97
8 Oct 71	24	2809	35.02	9	704	32.85
15 Oct 71	23	2523	35.15	9	712	33.82
22 Oct 71	25	2741	35.16	8	710	33.60
29 Oct 71	21	2230	35.55	10	712	31.47
5 Nov 71	25	3044	37.49	7	555	34.04
12 Nov 71	19	2214	34.08	8	625	32.20
19 Nov 71	25	3108	36.19	7	579	34.78
26 Nov 71	18	2209	32.58	7	527	32.38
3 Dec 71	25	2931	35.43	6	522	33.18
10 Dec 71	18	2329	32.38	7	538	32.29
17 Dec 71	19	2218	36.96	7	590	35.97
AVG			35.03*			32.50*

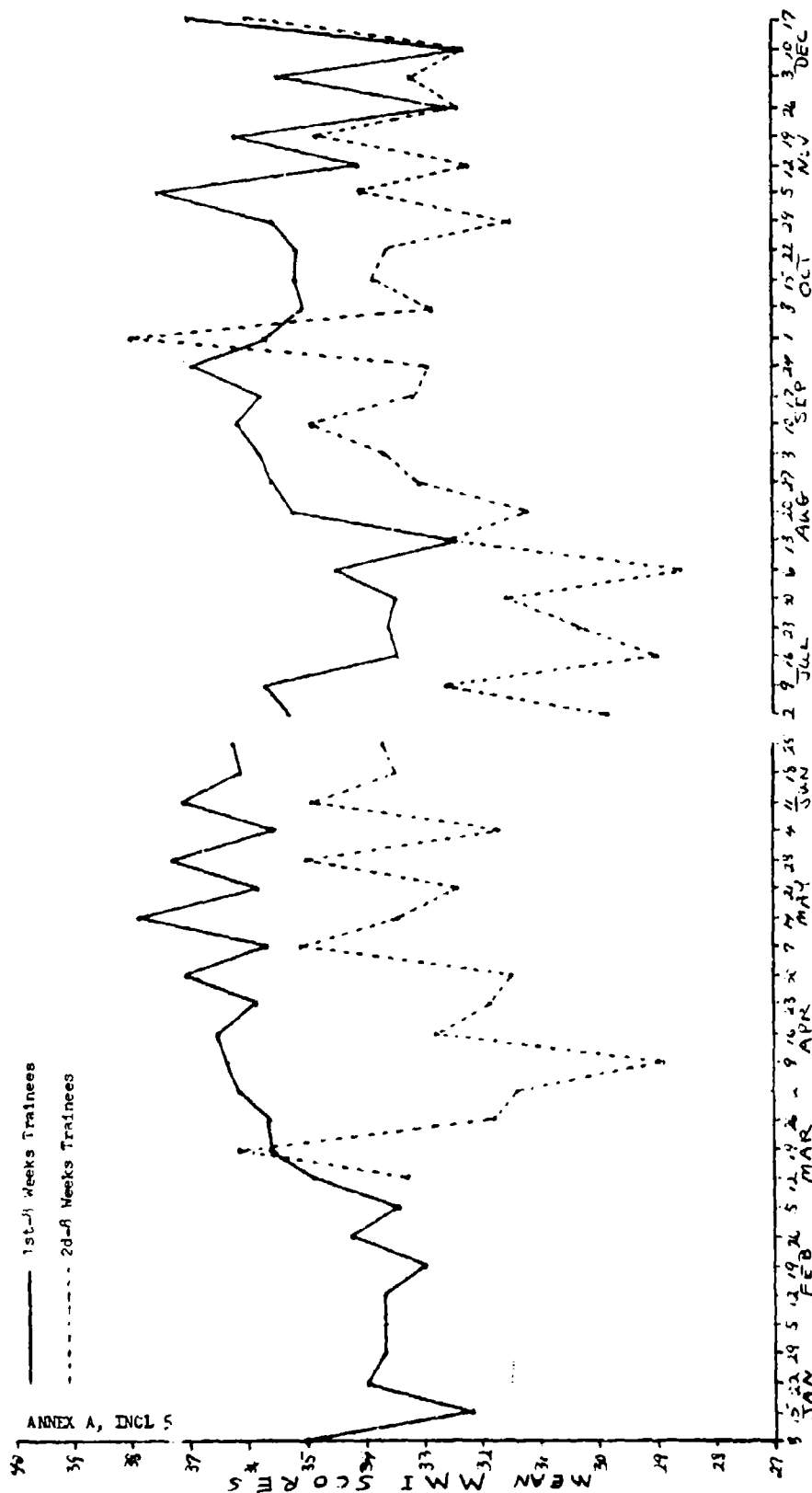
*Weighted by number of trainees measured.

TRAINER MORALE CY 72

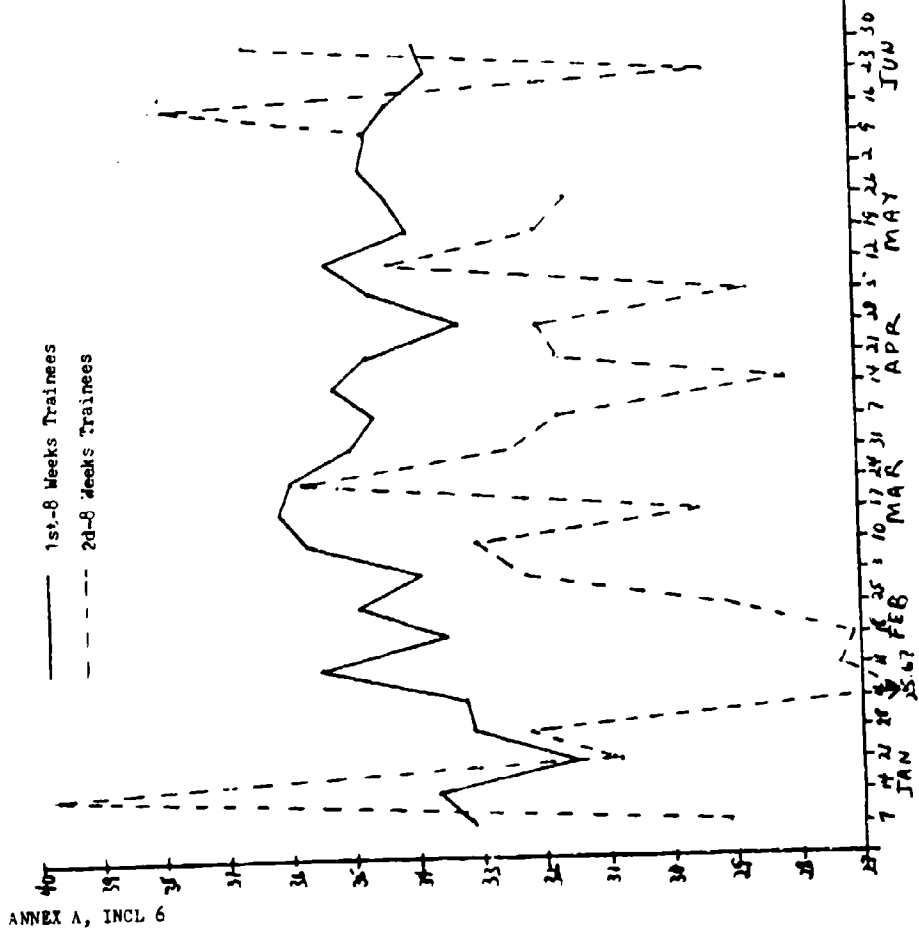
<u>Week of</u>	<u>BGT</u>			<u>AIT</u>		
	<u>No. of Companies</u>	<u>No. of Trainees</u>	<u>MMI Mean</u>	<u>No. of Companies</u>	<u>No. of Trainees</u>	<u>MMI Mean</u>
7 Jan 72	24	3300	33.16	4	360	29.17
14 Jan 72	23	3124	33.74	6	487	39.74
21 Jan 72	23	3260	31.51	5	306	30.80
28 Jan 72	23	3117	33.10	6	426	32.15
4 Feb 72	25	3552	33.20	5	402	25.67
11 Feb 72	23	3245	35.49	6	512	27.31
18 Feb 72	24	3359	33.56	5	414	27.08
25 Feb 72	23	3318	34.84	4	323	29.16
3 Mar 72	22	3442	33.85	5	451	32.28
10 Mar 72	22	3303	35.65	5	474	33.03
17 Mar 72	21	3114	36.05	5	623	29.49
24 Mar 72	20	2891	35.90	5	468	35.76
31 Mar 72	19	2805	34.94	5	719	32.50
7 Apr 72	15	2426	34.63	5	526	31.67
14 Apr 72	18	2623	35.24	4	527	28.16
21 Apr 72	20	3077	34.70	4	332	31.68
28 Apr 72	15	2304	33.21	5	627	32.00
5 May 72	21	3282	34.58	3	203	28.74
12 May 72	16	2398	35.32	3	340	34.27
19 May 72	20	2972	34.01	3	249	32.02
26 May 72	14	1965	34.31	3	299	31.56
2 Jun 72	19	2622	34.76	-	-	-
9 Jun 72	18	2644	34.71	4	243	34.77
16 Jun 72	20	2805	34.30	2	106	37.73
23 Jun 72	20	3241	33.60	1	89	29.33
30 Jun 72	21	3242	33.85	2	91	36.46
AVG			34.28*			31.46*

*Weighted by number of trainees measured.

THAISEE MORALE CALENDAR YEAR 1971



TRAINER MORALE CALENDAR YEAR 1972



ANNEX A, INCL 6

CALENDAR TIME SUMMARY OF TRAINEE

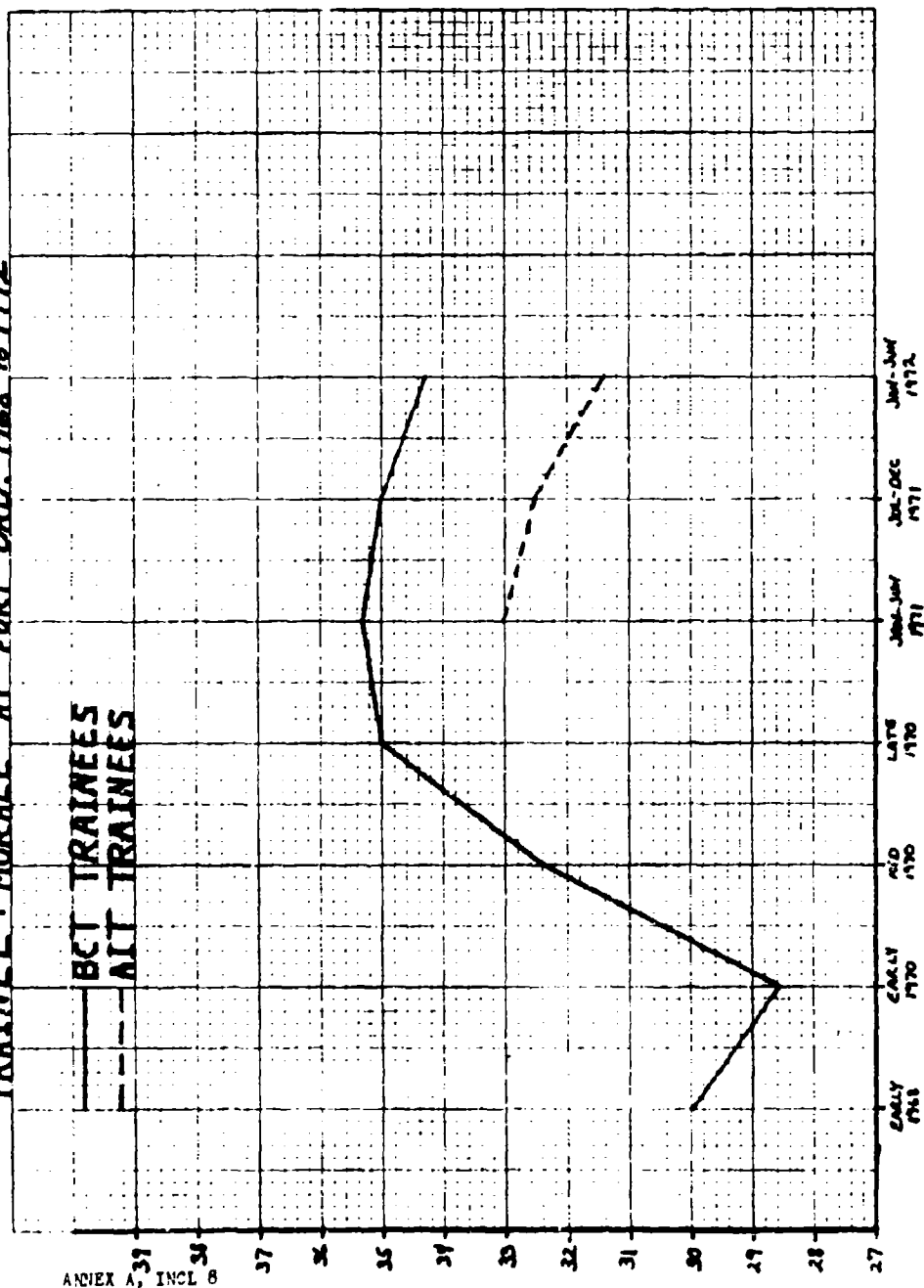
MORALE MEASUREMENT AT FORT ORD

<u>POINT IN TIME</u>	<u>1st-3 Weeks</u> <u>MMI MEAN</u>	<u>2d-6 Weeks</u> <u>MMI MEAN</u>
Early 1968	29.94*	No data
Early 1970	28.52*	No data
Mid 1970	32.59*	No data
Late 1970	35.01*	No data
Jan - Jun 1971	35.32*	33.05*
Jul - Dec 1971	35.03	32.50
Jan - Jun 1972	34.28	31.46

*Translated via MMI-MAACL equivalence table.

TRAINEE MORALE AT FORT ORD: 1968 to 1972

— BCT TRAINEES
 --- ALT TRAINEES



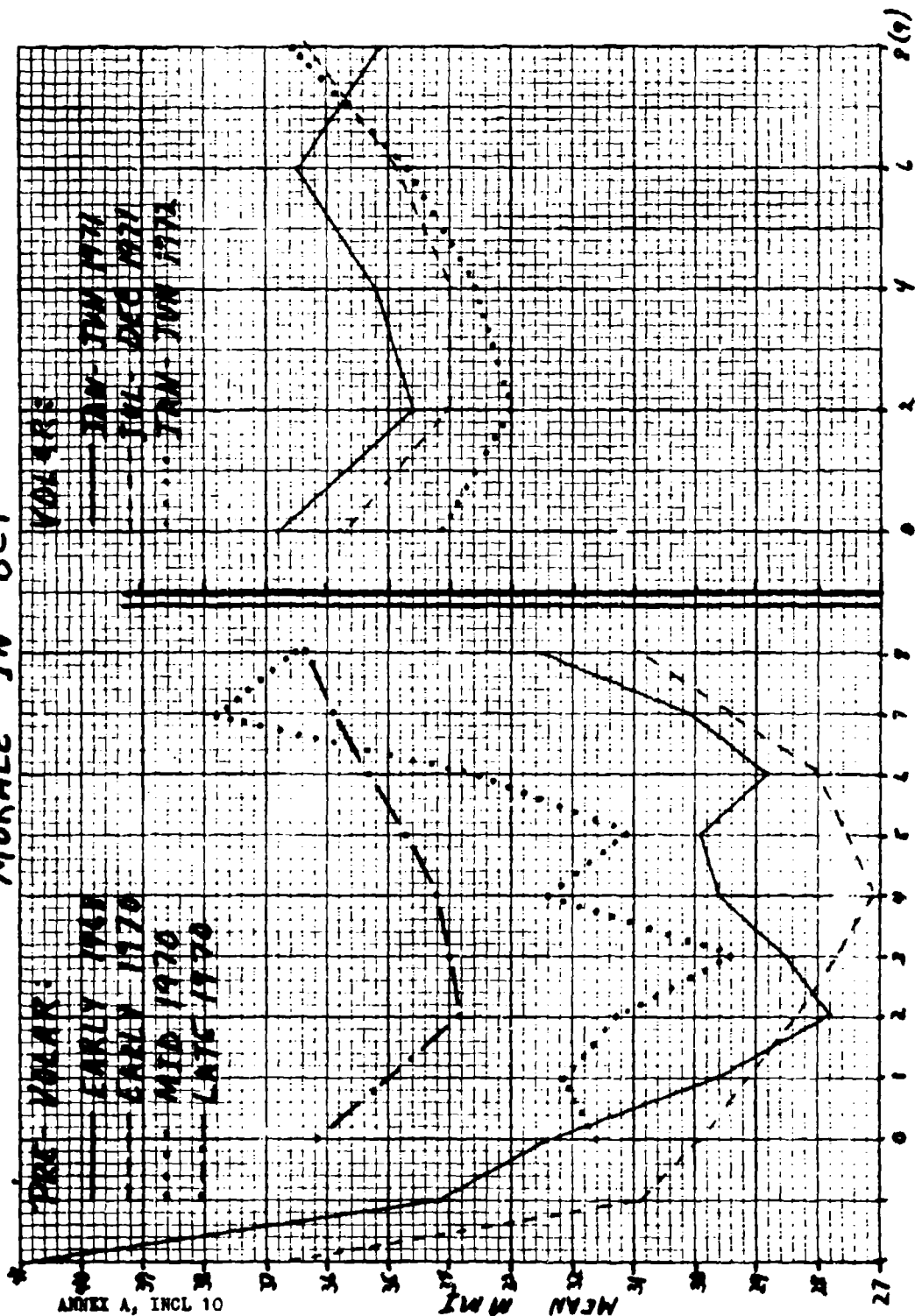
MORALE RESULTS BY WEEK OF TRAINING FOR SEVEN DIFFERENT TIME PERIODS AT PORT ORD

(Means are from MGT or equivalent; N = number of companies)

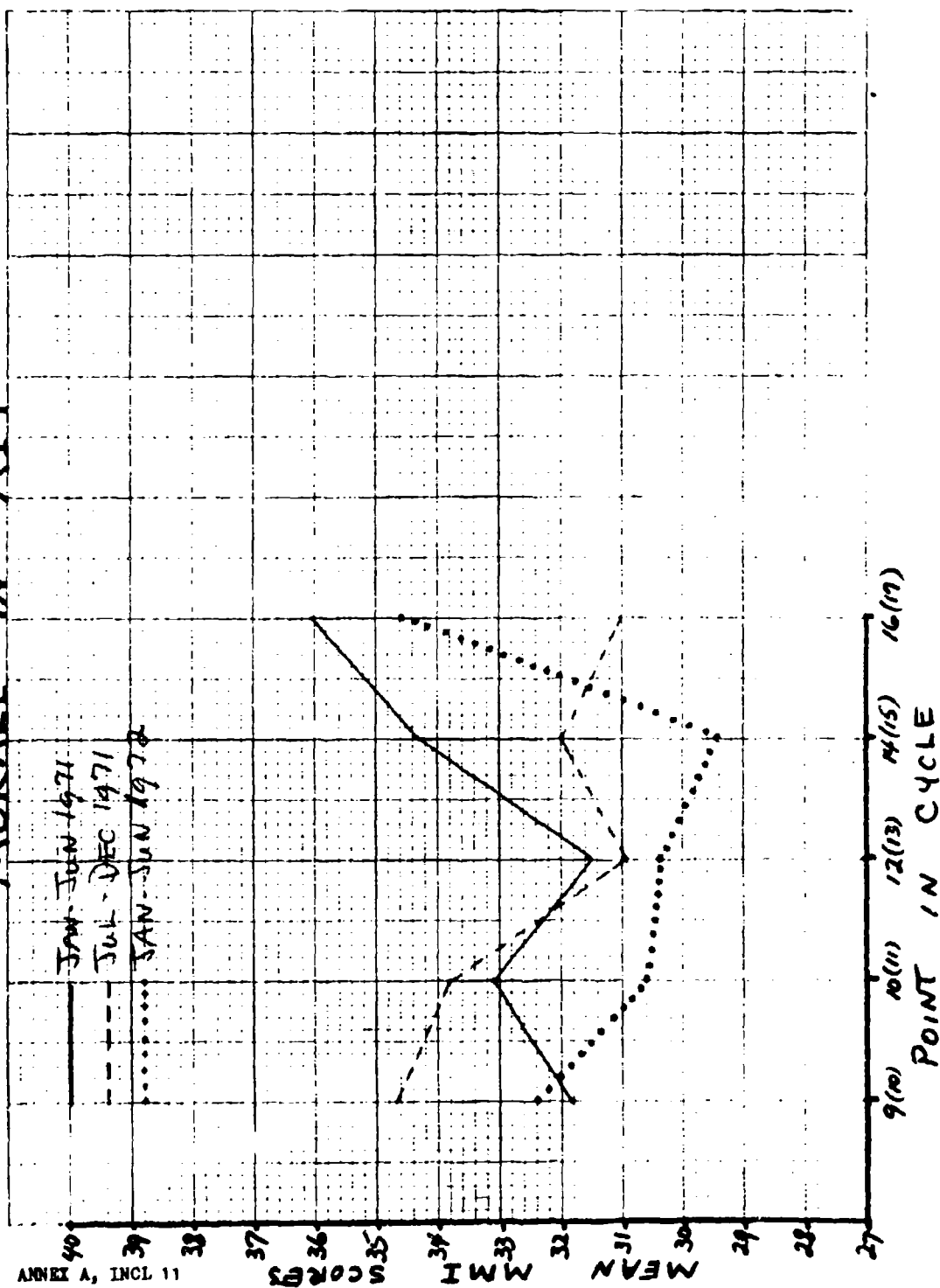
WEEK OF TRAINING	Early 1968		Early 1970		Mid 1970		Late 1970		Jan - Jun 71		Jul - Dec 71		Jan - Jun 72	
	N	MEAN	N	MEAN	N	MEAN	N	MEAN	N	MEAN	N	MEAN	N	MEAN
Arrival	2	40.87	6	36.65										
Reception Station	2	34.14	5	30.92										
Fill Week	2	32.37			13	31.59	46	36.17	124	36.77	109	35.73	110	34.09
Week 1	2	29.66			13	32.11								
Week 2	2	27.80	6	28.35	13	31.33	41	33.82	115	34.65	119	33.98	107	33.04
Week 3	2	28.54			13	29.46								
Week 4	2	29.63	6	27.10	13	32.34	31	34.19	105	35.17	119	34.03	105	33.55
Week 5	2	29.87			13	31.08								
Week 6	2	28.94	6	27.98	13	33.51	21	35.36	95	36.47	121	34.90	106	34.70
Week 7	2	30.07			13	37.84								
Week 8 (9)*	2	32.57	6	30.90	13	36.50	11	36.34	85	35.18	123	36.30	103	36.48
Week 9 (10)									31	31.83	41	34.67	18	32.40
Week 10 (11)									29	33.11	43	33.81	20	30.62
Week 12 (13)									24	31.50	44	30.94	22	30.38
Week 14 (15)									21	34.33	46	32.01	22	29.44
Week 16 (17)									17	36.02	48	30.99	23	34.56

*Weeks in parentheses reflect weeks measured under new BCT program (early 1972)

MORALE IN BCT



MORALE IN AIT



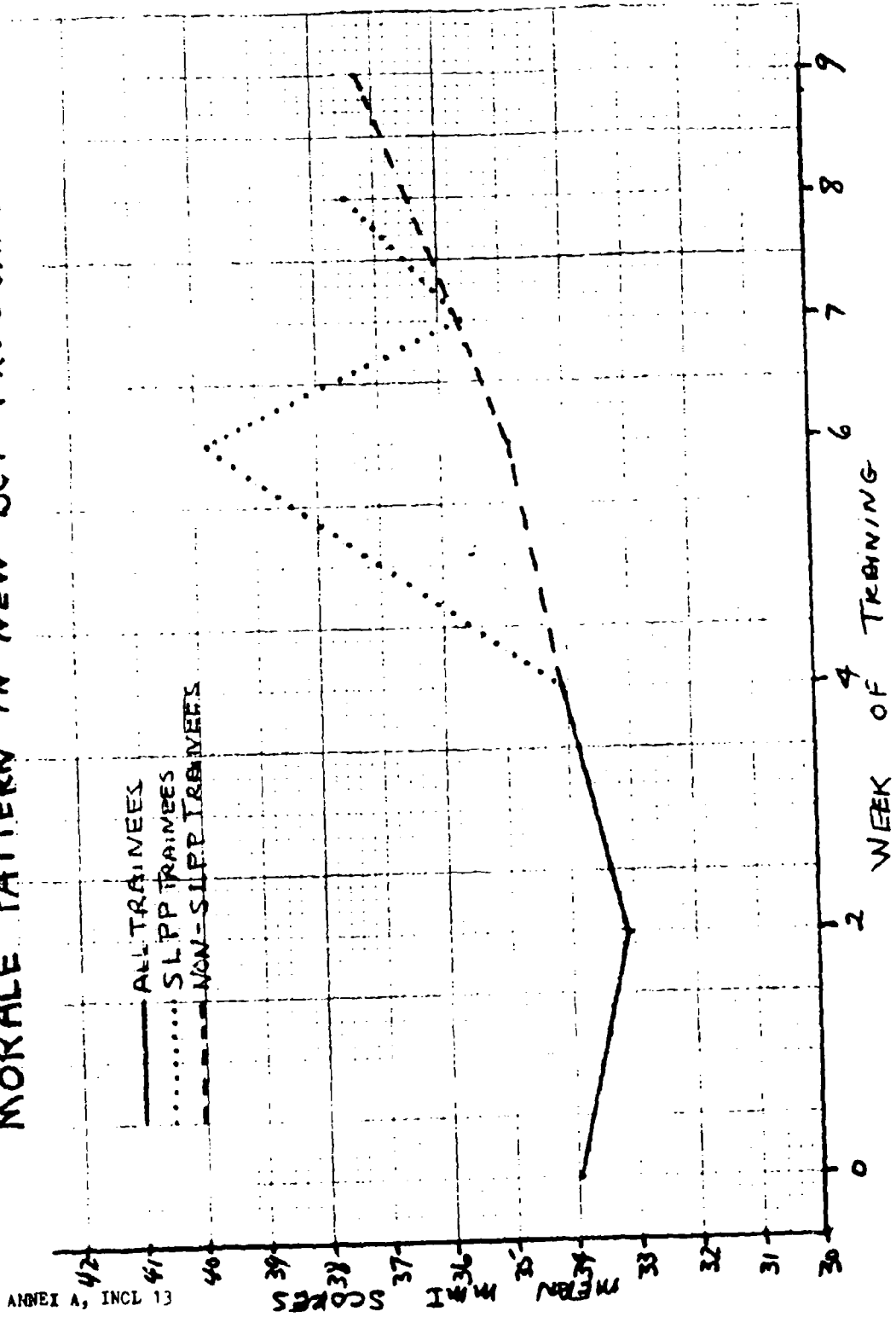
ANNEX A, INCL 11

MORALE PATTERN FROM ELEVEN CYCLES (40 COMPANIES)

COMPLETING THE NEW BCT PROGRAM

<u>WEEK MEASURED</u>	<u>NUMBER OF TRAINEES</u>	<u>MMI MEAN</u>
Fill Week	6503	33.94
Week 2	6346	33.08
Week 4	6380	34.09
Week 6		
Non-SLPP	5104	34.88
SLPP	412	39.80
Week 7 (SLPP)	249	35.63
Week 8 (SLPP)	512	37.45
Week 9 (Non-SLPP)	4707	37.28

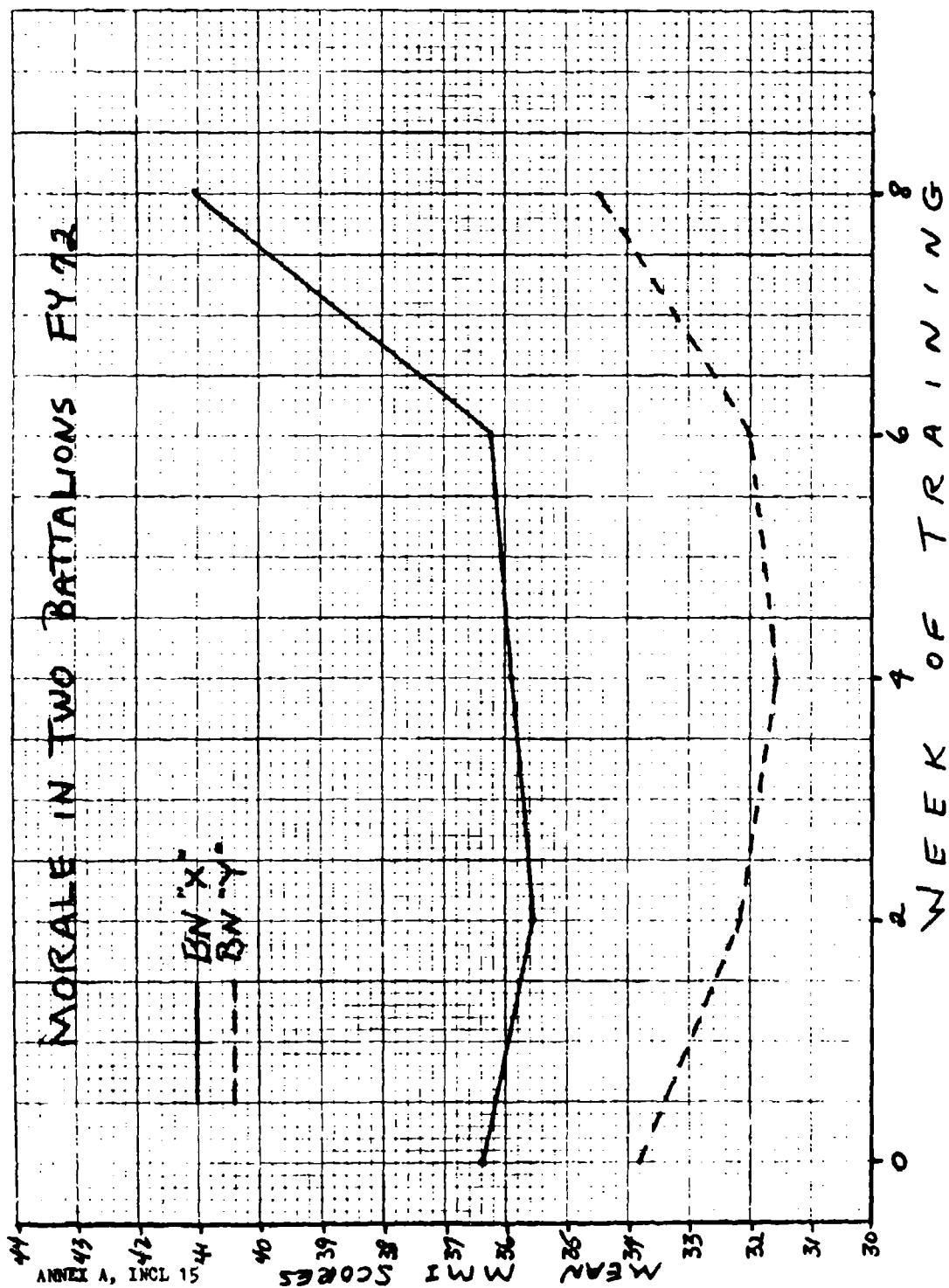
MORALE PATTERN IN NEW BCT PROGRAM



MMI RESULTS IN TWO BATTALIONS DURING FY 72
(TWELVE-MONTH PERIOD)

<u>WEEK OF TRAINING</u>	<u>BN "Y"</u>		<u>EN "Y"</u>	
	<u>N</u>	<u>MEAN</u>	<u>N</u>	<u>MEAN</u>
Fill Week	2779	36.39	2839	33.80
Week 2	2473	35.56	2562	32.21
Week 4	2183	35.91	2629	31.58
Week 6	2057	36.23	2375	31.99
Week 8	2179	41.06	1823	34.47

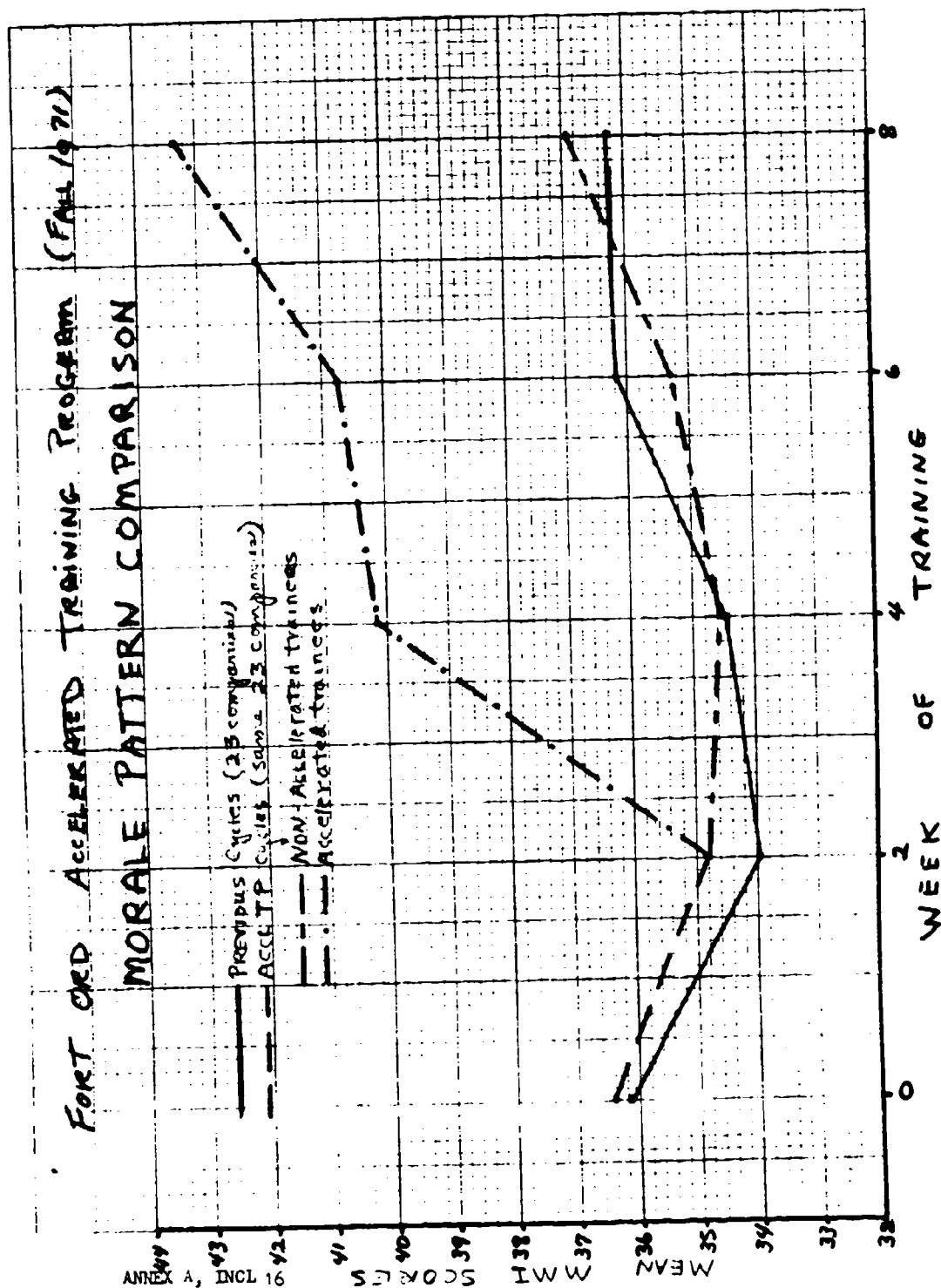
NOTE: N = number of trainees measured.



FORT ORD ACCELERATED TRAINING PROGRAM (FALL 1971)

MORALE PATTERN COMPARISON

PREVIOUS CYCLES (23 COMPANIES)
 ACCE TP CYCLES (SAME 23 COMPANIES)
 NON-ACCELERATED TRAINEES
 ACCELERATED TRAINEES



ANNEX B (Trainee Attitude and Trainee Perception of the Training Environment) to Fort Ord Final Project VOLAR Evaluation

1. PURPOSE: To present ratings made by trainees of their attitudes and perceptions of the training environment during the course of Project VOLAR.

2. METHOD:

a. The Company Evaluation Inventory (CEI) was used to obtain trainee ratings of the training environment and of attitudes toward Army life. Inclosure 1 is a copy of the CEI used in BCT. Inclosure 2 is a copy of the CEI used in AIT beginning with the week of 31 March 1972. Inclosure 3 is the answer sheet for either form.

b. CEI results are tabulated in the form of median ratings for each item, for each part of the Inventory, and for the total 50-item aggregate. In addition, some 9 scales have been developed through cluster analysis. The designations for these scales and the accompanying item aggregates are listed at Inclosure 4.

c. CEI median values may range from 1.00 (least favorable rating) to 7.00 (most favorable rating). 4.00 is the midpoint of the scale. Each rating is the point on the 7-point scale below which 50% of the trainees rate the item and above which 50% of the trainees rate the item. Item reversals occur in the Inventory; however, the median ratings for these item reversals are themselves reversed, so that for all items in the Inventory, the higher the rating the more positive the opinion on the variable in question. (Note: For Item #61, the "austerity" cluster, the higher the rating, the less is the perceived austerity, and vice versa.)

d. In presenting CEI data across units, the median ratings are averaged. That is, the values presented are means of medians.

e. The CEI was administered at 4-week intervals: Weeks 4, 8, 12, and 16. After the inception of the new training program, the CEI was administered in Weeks 4, 9, 13, and 17. SLPP trainees were administered the CEI in Week 8. Mid-cycle CEI data are regarded as "diagnostic" indicators for use by the unit commander and are not included in this report.

f. As with MMI scores, CEI results are fed back to unit commanders as soon as data processing is completed each week.

3. RESULTS:

a. Inclosure 5 represents the mean and standard deviation for each item on the Week 8 (or Week 9, under the new BCT program) administrations of the CEI for three six-month periods: Jan 71 thru Jun 71 (or FY 71); Jul 71 thru Dec 71 (or FY 72); and Jan 72 thru Jun 72 (or CY 72). In the last column is noted the direction in which the rating has moved from the FY 71 rating as a point of origin. For example, Item #3 received a lower rating in FY 72 than in FY 71; it received a higher rating in CY 72 than in FY 72. This movement is reflected in the direction of change column by a "-+".

b. The data at Inclosure 6 are from Week 16 (or Week 17) administrations of the CEI presented in the same format as Inclosure 5. The first twenty items of the AIT CEI were introduced during CY 72. Therefore, data on these items do not exist for the first two six-month periods. (For data on the original set of 20 items see Inclosure 4 of Annex B of the reference noted in paragraph 1, Annex A of this report).

c. Inclosures 7 and 8 chart attitude and re-enlistment intention in BCT units over the 18-month time period Project VOLAR was in effect at Fort Ord. Each "+" is a median rating for one company. The median ratings are averaged for each week, and the resultant means are joined by a dotted line tracing. Inclosures 9 and 10 are similar data for AIT units.

d. Inclosures 11 through 27 chart BCT ratings obtained over the 18-month period from selected CEI items of interest.

e. In 37 companies, SLPP trainees were administered the CEI upon completion of their eighth week of training. The CEI results from the SLPP trainees are compared with the CEI results obtained from non-SLPP trainees in the same companies at Inclosure 28.

Inclosures:

- 1 - CEI for BCT
- 2 - CEI for AIT
- 3 - CEI Answer Sheet
- 4 - Special Scales in the CEI
- 5 - CEI Norms and Comparisons: BCT
- 6 - CEI Norms and Comparisons: AIT
- 7 - Attitude in BCT Jan 71 - Jun 72
- 8 - Re-enlistment Intention in BCT Jan 71 - Jun 72
- 9 - Attitude in AIT Jan 71 - Jun 72
- 10 - Re-enlistment Intention in AIT Jan 71 - Jun 72
- 11 thru 27 - Selected CEI Items in BCT Jan 71 - Jun 72

Inclosures:

- 11 - CEI Item #1 (Soldiers Liked MRS)
- 12 - #2 (MRS Rules were Followed)
- 13 - #5 (Privileges Became Available)
- 14 - #14 (Privileges were Based on Merit Earnings)
- 15 - #16 (Cadre Respected the MRS)
- 16 - #21 (Lack of Harassment)
- 17 - #23 (Amount of Food)
- 18 - #25 (Quality of Training/Instruction)
- 19 - #27 (Amount of Sleep)
- 20 - #29 (DS Interest in Trainee Performance)
- 21 - #31 (Adequacy of Barracks Heating/Plumbing)
- 22 - #32 (Quality of Food)
- 23 - #34 (Amount of Physical Training)
- 24 - #38 (Choice in Hair-cut Style)
- 25 - #59 (Leadership/Training/Professionalism)
- 26 - #55 (Fidelity of MRS Administration)
- 27 - #61 (Lack of Austerity)
- 28 - CEI Comparison Between SLPP and Non-SLPP Trainees

COMPANY EVALUATION INVENTORY

As a soldier in Army training, you are requested to rate your company on how well it managed and conducted your training. In providing this evaluation of your company, it is not necessary for you to identify yourself by name. However, you are requested to do an accurate and conscientious job in making your ratings, since the information you provide is used by your unit and by the Directorate of Plans and Training in monitoring the Army training here.

The Inventory is divided into three parts:

- Part I: Merit Reward System Administration
- Part II: General Administration and Policy
- Part III: Soldier Attitude

There are a total of 50 statements in the Inventory. With each statement you may agree, disagree, or be undecided. If you agree with the statement you are to indicate whether you agree strongly, moderately, or slightly; if you disagree with the statement, you are to indicate whether you disagree strongly, moderately, or slightly. Use the following scale of numerals in making your agree-disagree ratings.

- 1 - Disagree strongly
- 2 - Disagree moderately
- 3 - Disagree slightly
- 4 - Undecided (neither agree nor disagree)
- 5 - Agree slightly
- 6 - Agree moderately
- 7 - Agree strongly

You are to indicate your agreement or disagreement with each statement by choosing one numeral for each item. Use your answer sheet to record your ratings. MAKE NO MARKS ON THIS INVENTORY BOOKLET.

Before you begin, record today's date, your unit, your platoon number and your week of training on the answer sheet in the designated places. Be certain that the item you are rating on the answer sheet corresponds with the item you are reading in the Inventory. Be sure to read each item carefully so that the rating you assign is what you intend.

There is no time limit. Do not omit any items. Try to do the most accurate job possible in rating your company (Parts I and II) and in rating your attitude (Part III). BEGIN.

ANNEX B
INCL 1

Best Available Copy

Part I: MERIT REWARD SYSTEM ADMINISTRATION

1. The soldiers liked the Merit Reward System as it operated in this company.
2. The "rules" and "agreements" of the Merit Reward System were observed by the cadre.
3. The soldiers did not understand what was required of them to earn merits.
4. Each soldier's merit earnings were accurately recorded and made known to the soldier on a day-by-day basis.
5. Privileges did become available as promised.
6. How well the soldier performed, and how good his conduct and appearance were, did in fact determine how many merits the soldier received.
7. The weekly merit-earning schedule made clear to the soldiers on exactly what training activities merits could be earned.
8. Detail rosters for weekend duties were published in advance, thus permitting the soldier to plan a week ahead.
9. The soldiers never had a very good idea of how many merits they had.
10. The cadre worked hard at trying to follow common, uniform standards in assigning merits.
11. Whenever there was a change in the week's merit-earning schedule or in the week's privilege availability, the soldiers were informed in advance.
12. Merits were recorded soon after they were earned.
13. When a soldier failed to receive a merit on the Morning Inspection or on the Daily DI Evaluation, he was told what was wrong and how he must improve.
14. Weekend privileges were in fact based upon merit-earnings.
15. Merits awarded for platoon barracks inspections caused soldiers to help each other, thus developing teamwork.
16. It was quite clear that the cadre had respect for the Merit Reward System as a means of rewarding proper behavior and good performance in the soldier.
17. When a soldier with sufficient merits had his weekend privilege withheld, the Drill Sergeant had a good reason for doing so.
18. Weekend privileges were frequently given to soldiers without respect to their merit-earnings.
19. Frequently the Drill Sergeant would tell the soldier when he (the soldier) did an exceptionally good job at something.
20. Soldiers were selected for promotion according to the "upper-35% rule" of merit earners. (Or, if you are in the 9th to 16th week of infantry training, rate this item instead: "Soldiers were selected for promotion according to how rapidly they advanced in the training.")

Part II: GENERAL ADMINISTRATION AND POLICY

21. There was a lot of harassment of the soldiers in this company.
22. The Training Improvement Seminar was an effective means of communication between the Company Commander and his men.
23. The soldiers always received a complete meal.
24. The dayroom was not regularly available to the soldiers for recreation and relaxation.
25. The training and instruction received were good.
26. The cadre were generally understanding of the needs and problems of the men.
27. It was usually possible to get eight hours of sleep a night.
28. The soldiers were unnecessarily rushed through chow.
29. The Drill Sergeants seemed to really care about how much the soldiers learned and how well the soldiers performed.
30. Military courtesy and discipline met high standards in this company.
31. The plumbing and heating equipment in the barracks were kept in good working order.
32. The food was well prepared and was appetizing.
33. Orderly room personnel readily assisted soldiers with legitimate problems.
34. There was not enough physical training and physical conditioning.
35. The Company Commander really looked after the welfare of his men.
36. The soldiers were treated as men.
37. The soldiers were teased and harassed about going on sick call.
38. The soldiers were able to select their choice of the authorized hair-cut styles.
39. The company encouraged participation in informal athletics and recreation.
40. Company officers and cadre did a good job of keeping the soldiers informed about training events and policies.

TURN TO NEXT PAGE

Part III: SOLDIER ATTITUDE

- 41. To me, the training has been a worthwhile experience.
- 42. My morale was high during most of the cycle.
- 43. I have a better opinion of the Army now than when I first arrived at Fort Ord.
- 44. I wish now that I were in one of the other Armed Services instead of the Army.
- 45. Because of the training, I have developed more confidence and self-respect.
- 46. My training experience increases the chances that I will choose to stay in the Army beyond my original term of service.
- 47. The training has caused me to feel discouraged about our nation's Army and the people in it.
- 48. I have learned lots of new things from the training that will be of help to me later on.
- 49. I feel lucky to have been assigned to this particular company for training.
- 50. The training has taken more away from me than it has given to me.

DO NOT MAKE ANY MARKS IN THIS BOOKLET

B-1-4

As a soldier in Advanced Individual Training, Infantry, you are requested to rate your opinion on various aspects of Army life, company leadership and administration, the training you have received in AIT, etc. In making these ratings, it is not necessary for you to identify yourself by name. However, you are requested to do an accurate and conscientious job in making your ratings, since the information you provide is used by your unit and by the Directorate of Plans and Training in monitoring the Army training here.

The Inventory is divided into four sections:

- Items 1-10: Special Interest Items
- Items 11-20: Infantry
- Items 21-40: Company Administration, Leadership, and Training
- Items 41-50: Soldier Attitude

There are a total of 50 statements in the Inventory. With each statement you may agree, disagree, or be undecided. If you agree with the statement you are to indicate whether you agree strongly, moderately, or slightly; if you disagree with the statement, you are to indicate whether you disagree strongly, moderately, or slightly. Use the following scale of numerals in making your agree-disagree ratings.

- 1 = Disagree strongly
- 2 = Disagree moderately
- 3 = Disagree slightly
- 4 = Undecided (neither agree or disagree)
- 5 = Agree slightly
- 6 = Agree moderately
- 7 = Agree strongly

You are to indicate your agreement or disagreement with each statement by choosing one and only one numeral for each item. Use your answer sheet to record your ratings. MAKE NO MARKS ON THIS INVENTORY BOOKLET.

Before you begin, record today's date, your unit, your platoon number and your week of training on the answer sheet in the designated places. Be certain that the item you are rating on the answer sheet corresponds with the item you are reading in the Inventory. Be sure to read each item carefully so that the rating you assign is what you intend.

There is no time limit. Do not omit any items. Try to do the most accurate job possible in making your ratings. BEGIN.

ANNEX B
INCL 2

SPECIAL INTEREST ITEMS

1. To continue as a great nation, we must maintain a strong Army.
2. Having an all-volunteer Army is a good idea.
3. I use drugs routinely (other than alcohol and tobacco).
4. The Army pay scale is quite fair.
5. In growing up, my childhood and home life were happy.
6. I am planning to advance my civilian education while I am in the Army.
7. People on the Monterey Peninsula are friendly and cordial to soldiers.
8. There are fewer racial problems in my unit than in the high school I attended.
9. I use alcohol routinely.
10. The training in AIT is better than it was in ECT.

THE INFANTRY

11. There is glamour, excitement and adventure in becoming a combat arms soldier.
12. The Infantry builds confidence and pride -- makes you glad you are a part of the real action.
13. I like the study, handling and firing of weapons.
14. The Infantry is made up of damn good men.
15. The Infantry trains with modern, up-to-date equipment.
16. Infantry training makes you tough and rugged -- able to stand on your own two feet.
17. In growing up, I had daydreams of being a war hero.
18. The Infantry does not turn me on.
19. I would like to go Airborne and on to Special Forces or Ranger Training.
20. If you're not Infantry, you're second best.

COMPANY ADMINISTRATION, LEADERSHIP, AND TRAINING

21. There was a lot of harassment of the soldiers in this company.
22. The Training Improvement Seminar was an effective means of communication between the Company Commander and his men.
23. The soldiers always received a complete meal.
24. The dayroom was not regularly available to the soldiers for recreation and relaxation.
25. The training and instruction received were good.
26. The cadre were generally understanding of the needs and problems of the men.
27. It was usually possible to get eight hours of sleep a night.
28. The soldiers were unnecessarily rushed through chow.
29. The Drill Sergeants seemed to really care about how much the soldiers learned and how well the soldiers performed.
30. Military courtesy and discipline met high standards in this company.
31. The plumbing and heating equipment in the barracks were kept in good working order.
32. The food was well prepared and was appetizing.
33. Orderly room personnel readily assisted soldiers with legitimate problems.
34. There was not enough physical training and physical conditioning.
35. The Company Commander really looked after the welfare of his men.
36. The soldiers were treated as men.
37. The soldiers were teased and harassed about going on sick call.
38. The soldiers were able to select their choice of the authorized haircut styles.
39. The company encouraged participation in informal athletics and recreation.
40. Company officers and cadre did a good job of keeping the soldiers informed about training events and policies.

SOLDIER ATTITUDE

- 41. To me, the training has been a worthwhile experience.
- 42. My morale was high during most of the cycle.
- 43. I have a better opinion of the Army now than when I first arrived at Fort Ord.
- 44. I wish now that I were in one of the other Armed Services instead of the Army.
- 45. Because of the training, I have developed more confidence and self-respect.
- 46. My training experience increases the chances that I will choose to stay in the Army beyond my original term of service.
- 47. The training has caused me to feel discouraged about our nation's Army and the people in it.
- 48. I have learned lots of new things from the training that will be of help to me later on.
- 49. I feel lucky to have been assigned to this particular company for training.
- 50. The training has taken more away from me than it has given to me.

DO NOT MAKE ANY MARKS IN THIS BOOKLET

COMPANY EVALUATION INVENTORY ANSWER SHEET

INSTRUCTIONS:

INDICATE YOUR UNIT, DATE AND WEEK OF TRAINING.

RATE YOUR DEGREE OF AGREEMENT WITH EACH OF THE 50 ITEMS LISTED IN THE ACCOMPANYING BOOKLET.

BLACKEN IN CHOICES FIRMLY.

USE PENCIL PROVIDED.

ERASE ERRORS COMPLETELY.

MAKE NO STRAY MARKS.

WEEK OF TRAINING

UNIT

DATE

DISAGREE

AGREE

DISAGREE

AGREE

STRONGLY
1
2
3

UNDECIDED
4

SLIGHTLY
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MODERATELY
STRONGLY

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PART II
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PART III
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ANNEX B, INCL 3

DESIGNATION AND COMPOSITION OF SPECIAL SCALES IN THE CEI

<u>DESIGNATION</u>	<u>ITEM COMPOSITION</u>	<u>NAME/CONTENT</u>
Item # 51	1 thru 20	NRS administration
52	21 thru 40	Company policy/administration
53	41 thru 50	Attitude
54	1 thru 50	Entire CEI
55	1,2,5,6,10,15,16,17	Fidelity of NRS execution
56	4,9,12	Care in recording merits
57	3,7,11,13	Explicitness of behaviors required
58	23,32	Food
59	25,26,29,30,33,36,40	Leadership/training/professionalism
60	22,35,39	Company commander leadership
61	21,27,38	(Lack of) austerity
62	41,42,43,45,48,50	Attitude
63	44,47	Patriotism?

WEEK 8(9) CEI NORMS AND COMPARISONS OF TIME PERIODS

(N = Number of companies)

ITEM #	FY 71 N = 125		FY 72 N = 123		CY 72 N = 103		DIRECTION OF CHANGE
	MEAN	SD	MEAN	SD	MEAN	SD	
1	4.97	1.09	4.64	1.04	3.99	1.22	--
2	5.13	.86	4.90	.86	4.78	.89	--
3	5.29	.63	5.24	.66	5.27	.64	--
4	4.41	1.30	4.21	1.28	3.42	1.35	--
5	5.60	.91	5.19	.99	4.94	1.13	--
6	5.48	.71	5.43	.65	5.49	.62	--
7	4.79	.73	4.55	.79	4.33	.93	--
8	4.19	1.21	3.84	1.26	3.26	1.18	--
9	5.31	.70	5.11	.71	4.75	.84	--
10	4.82	.73	4.68	.74	4.69	.62	--
11	4.37	.89	4.16	.87	3.71	.84	--
12	5.05	.73	4.71	.83	4.35	.92	--
13	5.15	.82	4.93	.79	4.83	.87	--
14	6.19	.48	5.84	.59	5.63	.96	--
15	5.02	.73	4.90	.70	4.84	.65	--
16	4.63	.89	4.65	.76	4.60	.72	--
17	5.29	.66	5.05	.72	4.91	.69	--
18	5.16	.68	4.72	.71	4.47	.84	--
19	4.60	.75	4.59	.77	4.51	.77	--
20	4.74	.99	4.70	.81	4.47	.84	--
21	5.02	.98	4.51	.92	4.20	.85	--
22	4.22	.81	3.99	.75	3.70	.79	--
23	3.25	1.29	3.83	1.19	3.93	1.26	--
24	4.24	1.30	3.95	1.19	3.33	1.07	--
25	5.13	.60	5.32	.65	5.54	.54	--
26	4.67	.89	4.43	.86	4.35	.84	--
27	4.30	1.14	3.23	1.26	2.78	1.16	--
28	3.57	.85	3.42	.86	3.14	.73	--
29	5.19	.64	5.11	.71	5.25	.64	--
30	4.89	.81	5.09	.81	5.30	.73	--
31	3.03	1.50	3.33	1.27	3.78	1.28	--
32	3.24	1.24	3.71	1.20	3.54	1.21	--
33	4.50	.62	4.55	.67	4.47	.58	--
34	4.20	.81	4.75	.83	4.95	.77	--
35	5.32	1.04	4.94	1.01	4.99	1.22	--
36	4.86	.99	4.74	.87	4.67	.59	--
37	3.84	.90	3.66	.94	3.16	.53	--
38	5.04	1.00	3.87	1.53	3.36	1.29	--
39	4.34	.77	4.11	.89	3.90	.93	--
40	4.98	.87	4.87	.81	4.81	.79	--
41	5.22	.70	5.46	.75	5.69	.70	--
42	4.46	.99	4.59	.86	4.44	.86	--
43	4.29	.80	4.54	.83	4.58	.82	--
44	4.27	.40	4.46	.63	4.46	.49	--
45	4.76	.50	5.07	.67	5.26	.56	--

ANNEX B
INCL 5

WEEK 8(9) CEI NORMS AND COMPARISONS OF TIME PERIODS

(N = Number of companies)

ITEM #	FY 71 N = 125		FY 72 N = 123		CY 72 N = 103		DIRECTION OF CHANGE
	MEAN	SD	MEAN	SD	MEAN	SD	
46	2.02	.87	2.95	.97	2.70	.96	+
47	4.22	.53	4.42	.69	4.50	.58	++
48	4.58	.57	4.89	.68	5.09	.64	++
49	5.68	.92	5.35	.87	5.47	.88	++
50	4.91	.72	5.15	.74	5.30	.70	++
Special scales							
51	5.01	.64	4.80	.66	4.56	.66	--
52	4.39	.62	4.27	.68	4.16	.56	--
53	4.44	.58	4.69	.67	4.75	.63	++
54	4.65	.58	4.57	.64	4.44	.58	--
55	5.12	.73	4.93	.71	4.78	.70	--
56	4.92	.85	4.68	.87	4.17	.97	--
57	4.90	.68	4.72	.68	4.53	.72	--
58	3.25	1.22	3.77	1.16	3.74	1.18	+
59	4.89	.65	4.87	.68	4.91	.57	++
60	4.63	.75	4.35	.78	4.20	.84	--
61	4.79	.87	3.87	1.03	3.45	.85	--
62	4.70	.65	4.95	.70	5.06	.66	++
63	4.25	.43	4.44	.63	4.48	.51	++

NOTE: Direction of change: - = down from previous mean
+ = up from previous mean
0 = no change

WEEK 16 (17) GET NORMS AND COMPARISONS OF TIME PERIODS

(N = Number of companies)

ITEM #	FY71 N=17		FY72 N=48		CIT72 N=24		DIRECTION OF CHANGE
	MEAN	SD	MEAN	SD	MEAN	SD	
1					5.63	1.04	
2					6.10	.74	
3					5.80	.99	
4					4.09	.51	
5					6.32	.55	
6					5.04	1.05	
7					3.47	.71	
8					3.65	.98	
9					4.25	.58	
10					5.34	.86	
11					3.59	.88	
12					4.20	1.09	
13					4.82	1.03	
14					4.64	.96	
15					4.86	.81	
16					4.94	1.01	
17					3.38	1.20	
18					3.22	1.01	
19					2.76	.99	
20					4.01	1.30	
21	4.79	1.02	3.90	.54	3.54	1.21	
22	4.37	.76	3.73	.78	3.93	.67	
23	4.36	1.30	4.00	.78	4.03	1.12	
24	4.63	.87	3.83	.79	3.83	.87	
25	4.95	.76	4.44	.46	5.27	.75	
26	4.65	1.01	3.65	.64	4.21	1.14	
27	3.69	1.18	2.76	.84	2.24	1.16	
28	4.69	.66	4.11	.50	4.09	.94	
29	4.73	.93	4.11	.51	4.70	1.02	
30	4.84	.81	4.28	.58	4.68	1.09	
31	3.78	1.29	3.57	1.04	3.54	1.35	
32	4.42	1.41	3.85	.82	3.51	1.08	
33	4.68	.58	4.10	.44	4.40	.69	
34	3.88	.55	4.21	.46	4.56	.75	
35	5.19	1.13	4.40	.93	4.77	1.06	
36	4.84	.97	4.04	.63	3.93	.89	
37	4.74	.69	4.09	.40	3.87	.88	
38	5.08	.79	3.59	1.02	3.08	1.26	
39	4.18	.92	3.68	.60	3.86	1.12	
40	5.13	.88	4.27	.53	4.63	.79	

The first 20 items are new, having been introduced in CY 72.

ANNEX B
INCL 6

WEEK 16 (17) CEI NORMS AND COMPARISONS OF TIME PERIODS

(N = Number of companies)

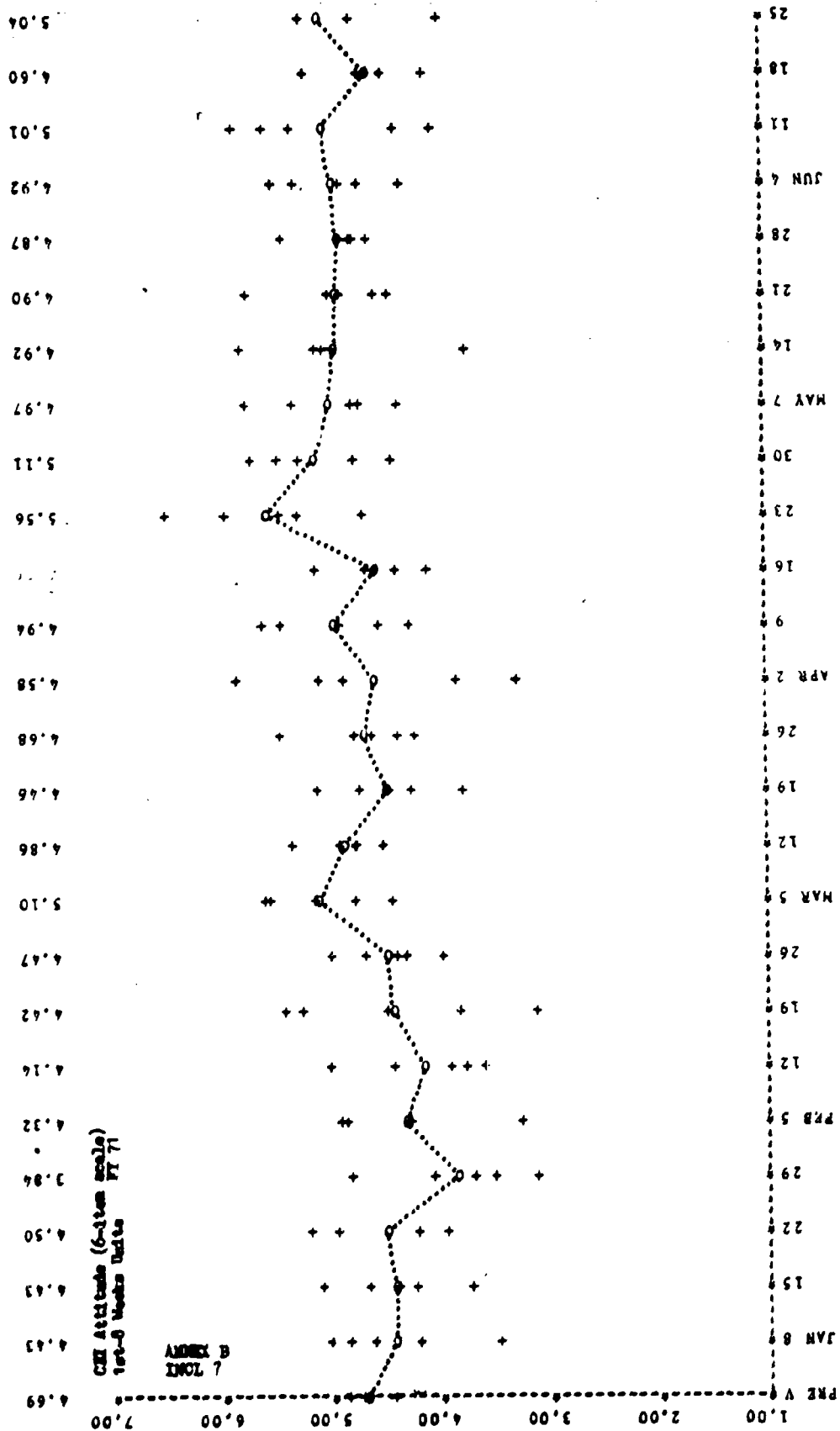
ITEM #	FY71 N=17		FY72 N=48		CY72 N=21*		DIRECTION OF CHANGE
	MEAN	SD	MEAN	SD	MEAN	SD	
41	4.78	.72	4.25	.60	5.16	1.06	--
42	4.29	.90	3.73	.75	3.98	1.14	--
43	4.17	.71	3.73	.65	4.26	1.08	--
44	4.04	.39	3.92	.22	4.22	.49	--
45	4.59	.57	4.25	.47	5.07	.76	--
46	2.69	1.18	2.72	.90	2.70	1.03	+-
47	4.20	.64	3.91	.36	4.21	.64	--
48	4.28	.70	4.13	.48	4.67	.92	--
49	4.60	1.08	3.95	.90	4.13	1.30	--
50	4.52	.63	4.22	.35	4.75	.73	--

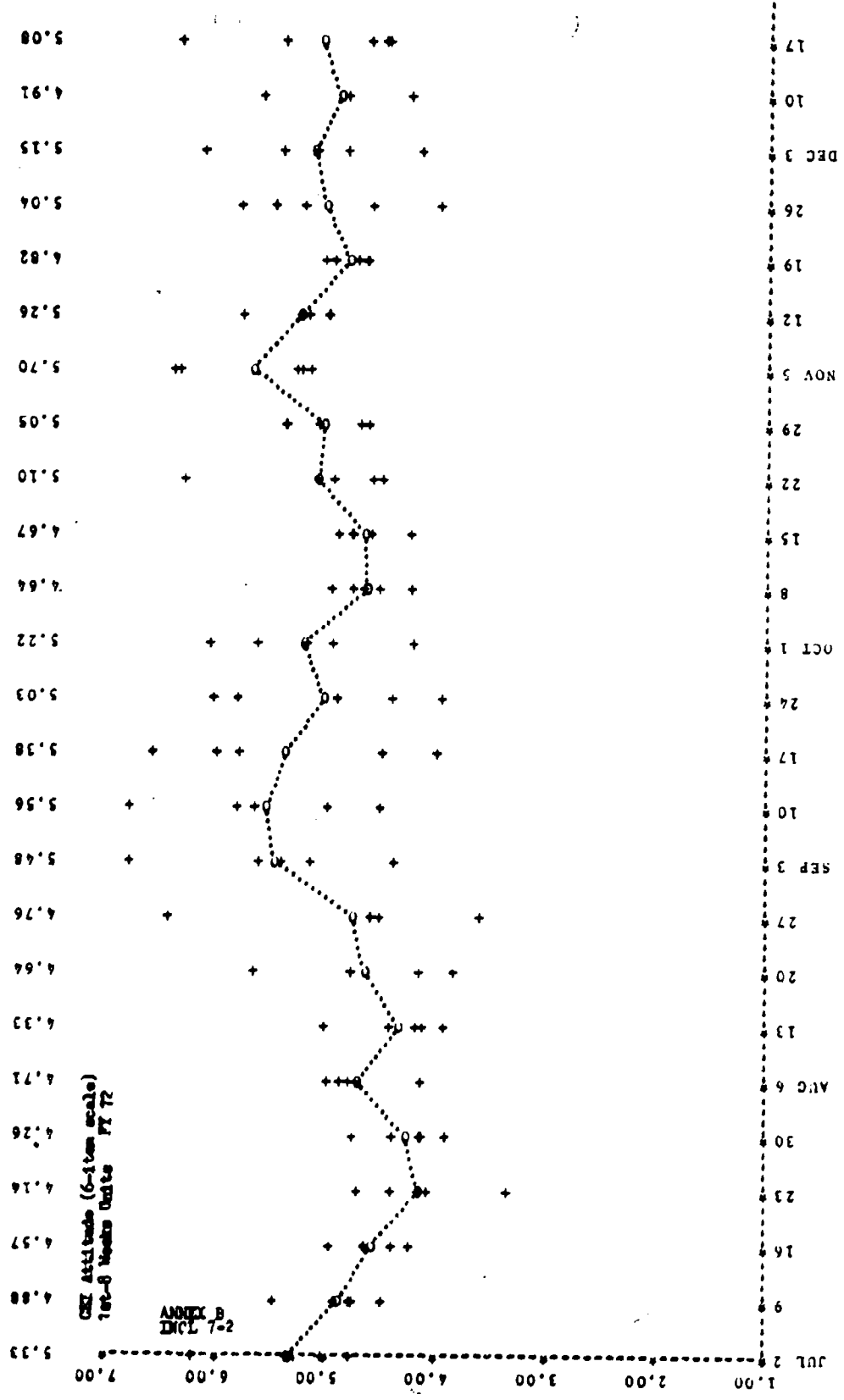
Scales of items

51	4.86	.78	4.09	.45			
52	4.58	.72	3.93	.35	4.03	.68	--
53	4.22	.65	3.88	.42	4.31	.82	--
54	4.62	.71	3.98	.36			
55	4.92	.84	4.05	.55			
56	4.82	1.00	4.03	.58			
57	4.98	.77	4.19	.42			
58	4.39	1.34	3.93	.75	3.77	1.06	--
59	4.83	.78	4.13	.44	4.55	.81	--
60	4.58	.84	3.94	.62	4.19	.80	--
61	4.52	.85	3.41	.58	2.95	1.09	--
62	4.44	.62	4.05	.45	4.65	.88	--
63	4.12	.50	3.92	.23	4.21	.55	--

*For first twenty items, N=12.

Note: Direction of change: - = down from previous mean
+ = up from previous mean
0 = no change





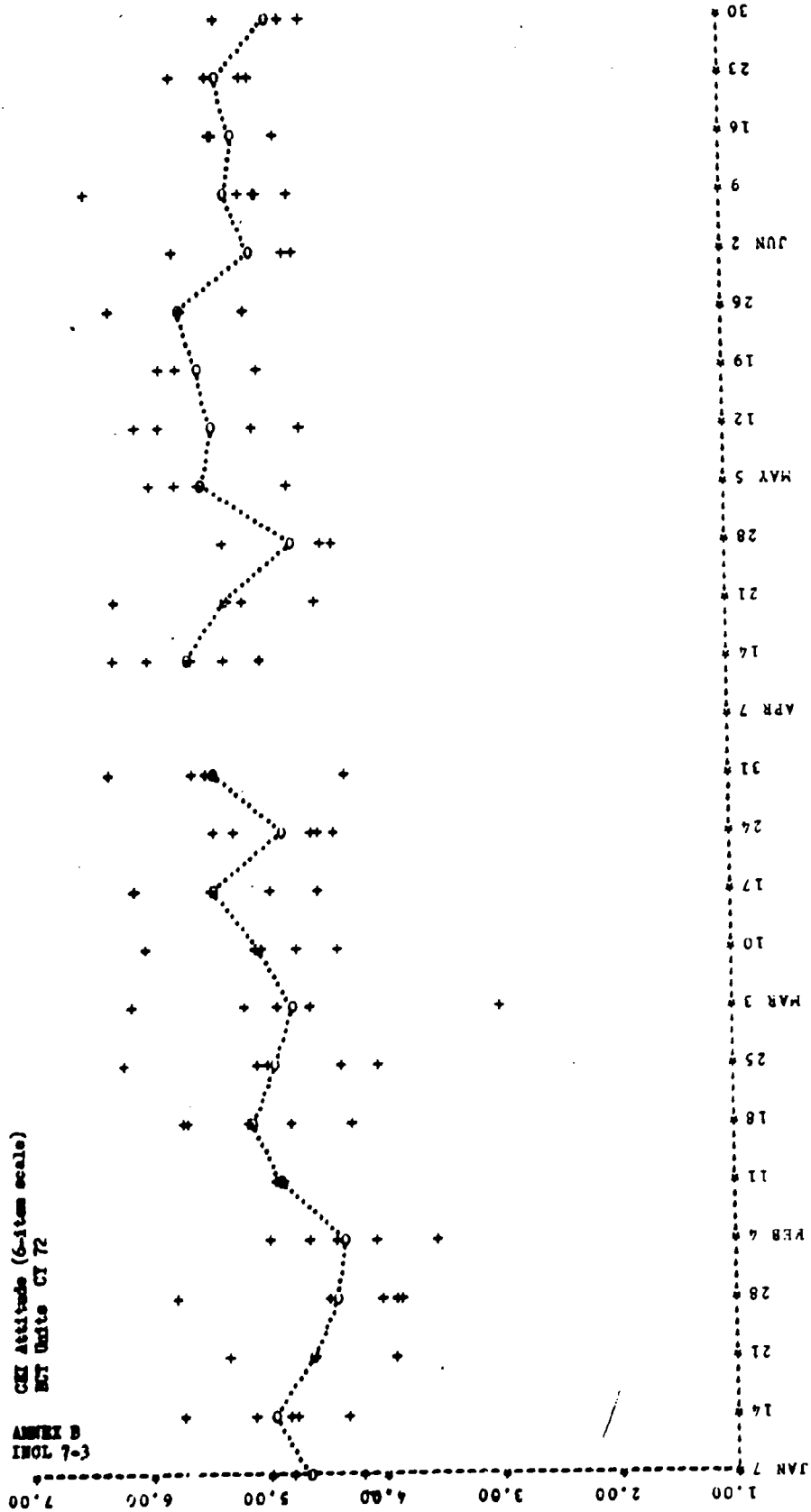
4.87
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5.24
5.03
5.65
5.49
5.38
5.47
4.71
5.29
5.62

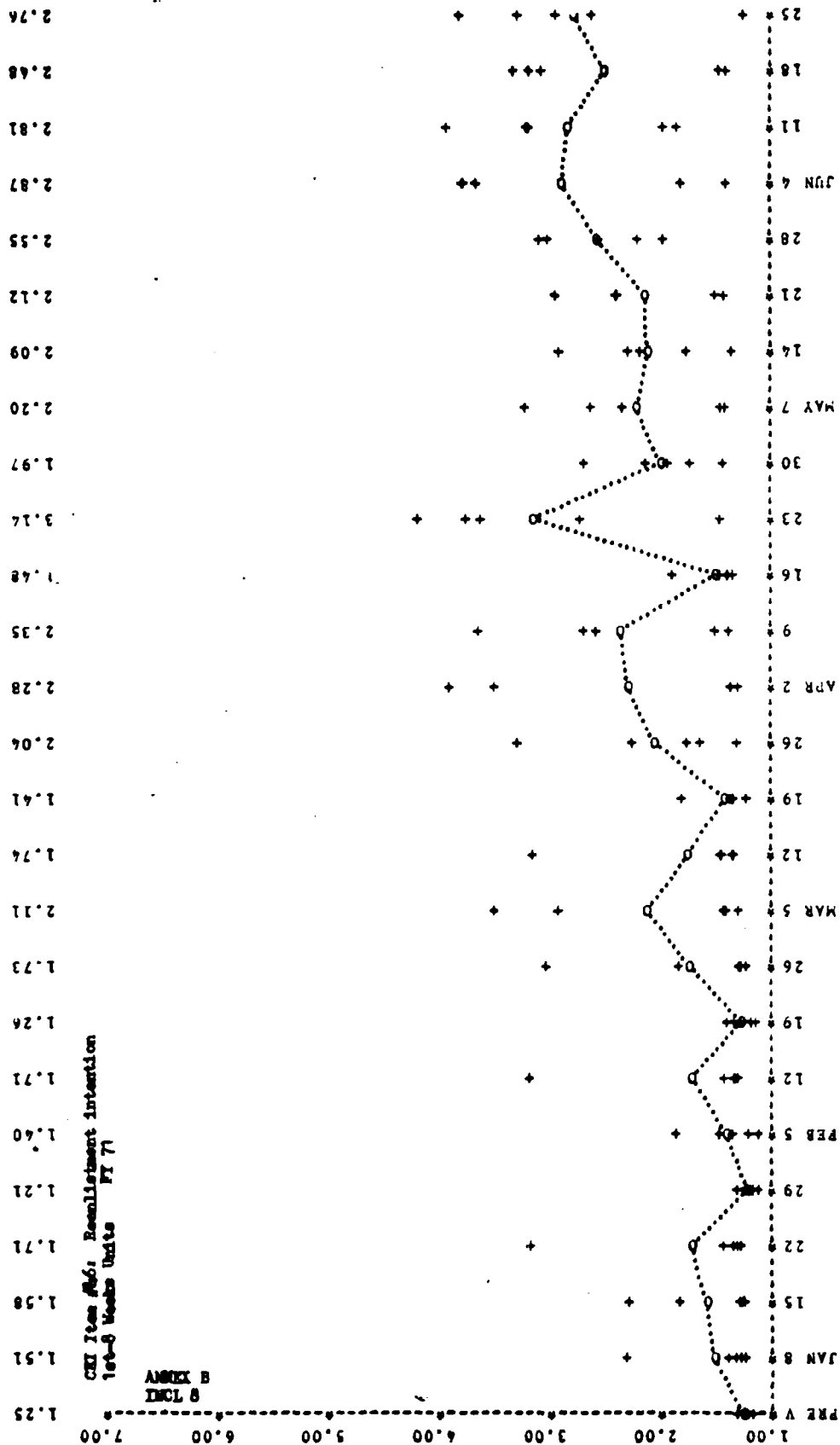
5.41
4.83
5.42
5.04
4.76
4.92
5.11
4.88
4.33
4.40
4.62
4.95

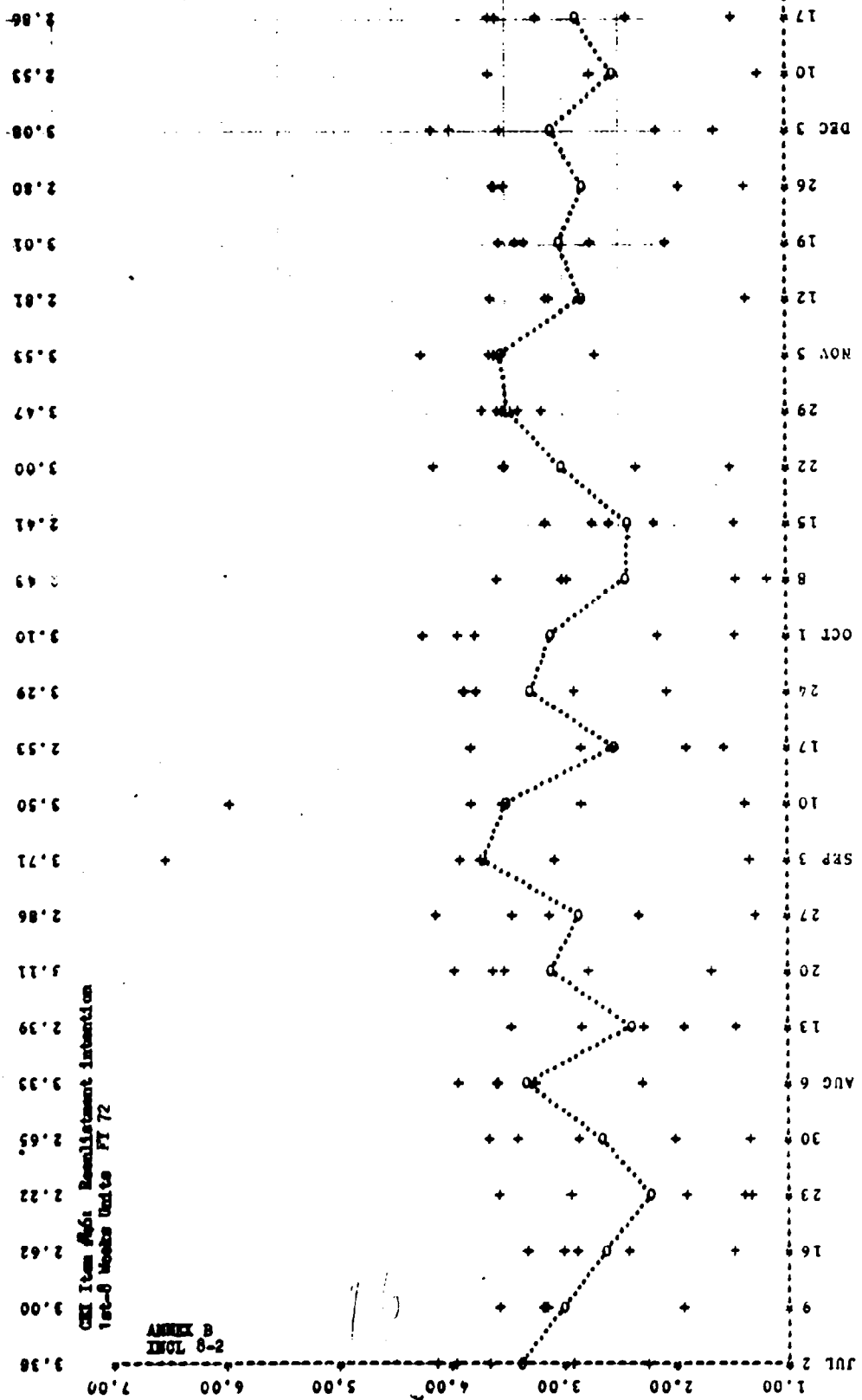
CHI Attitude (6-item scale)
BCT Units CT 72

ANNEX B
INCL 7-3

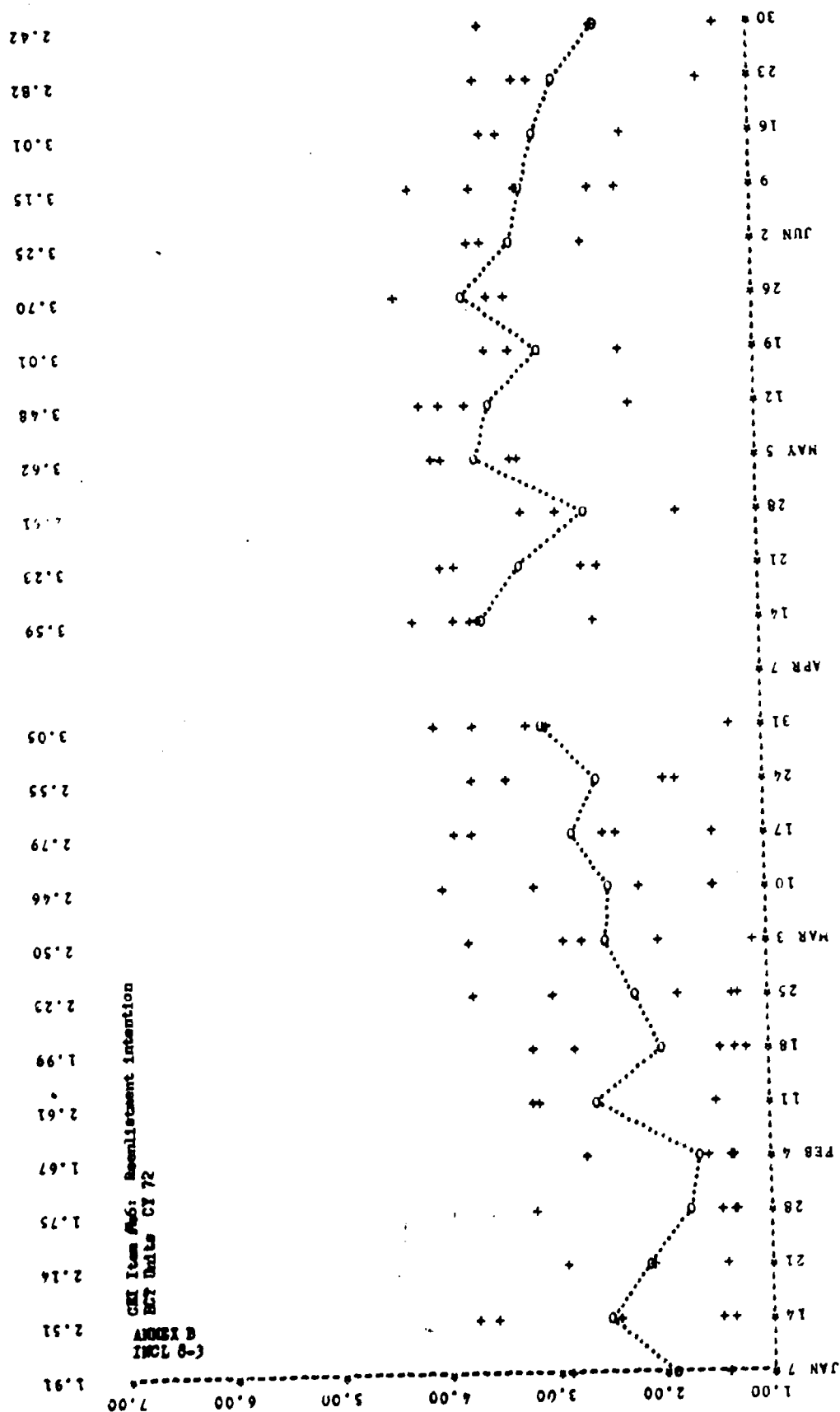
4.66
7.00



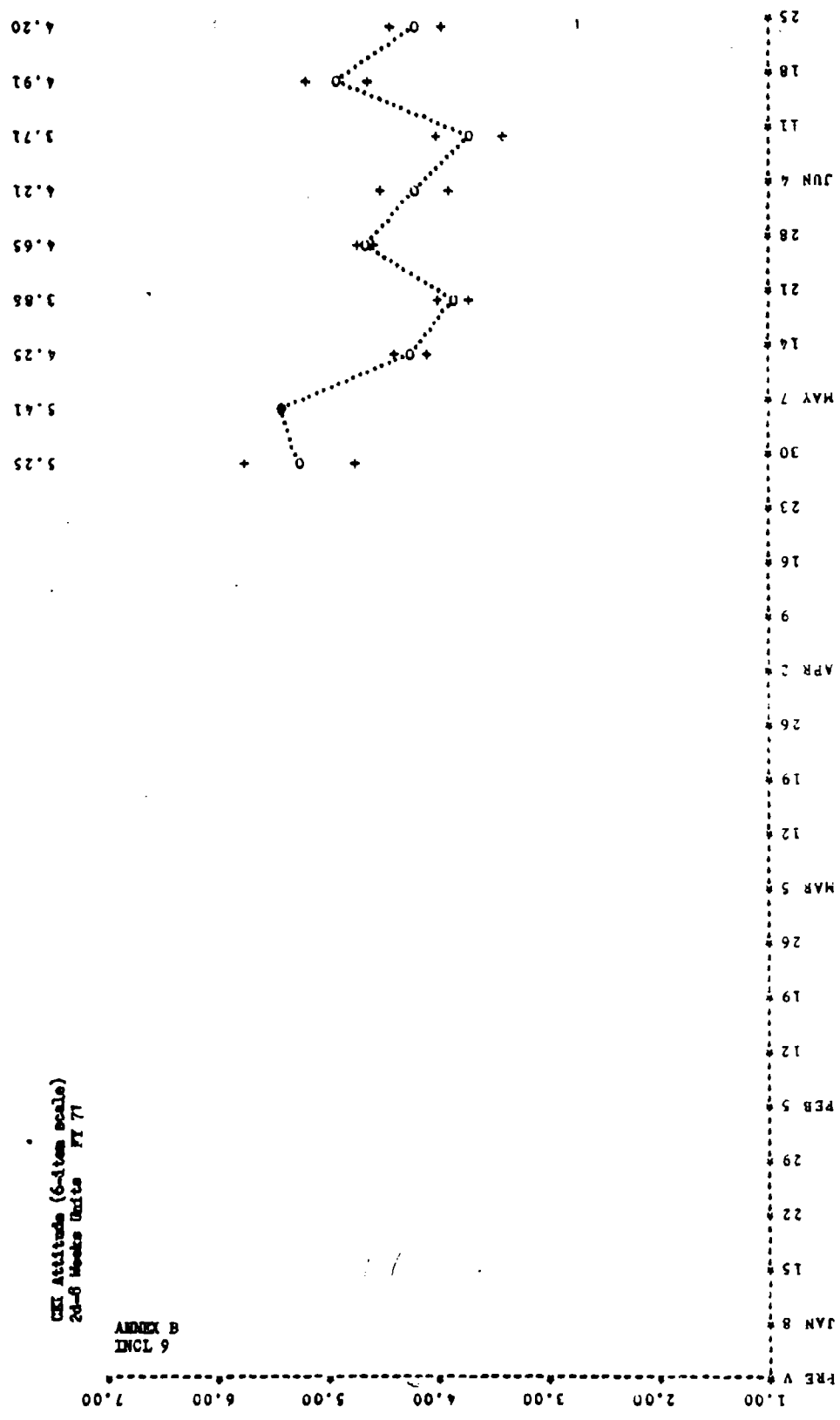




ANNEX B
INCL 8-2



CHS Item #66: Recruitment Intention
 HET Data CY 72
 6-8 12MI
 B KENNY

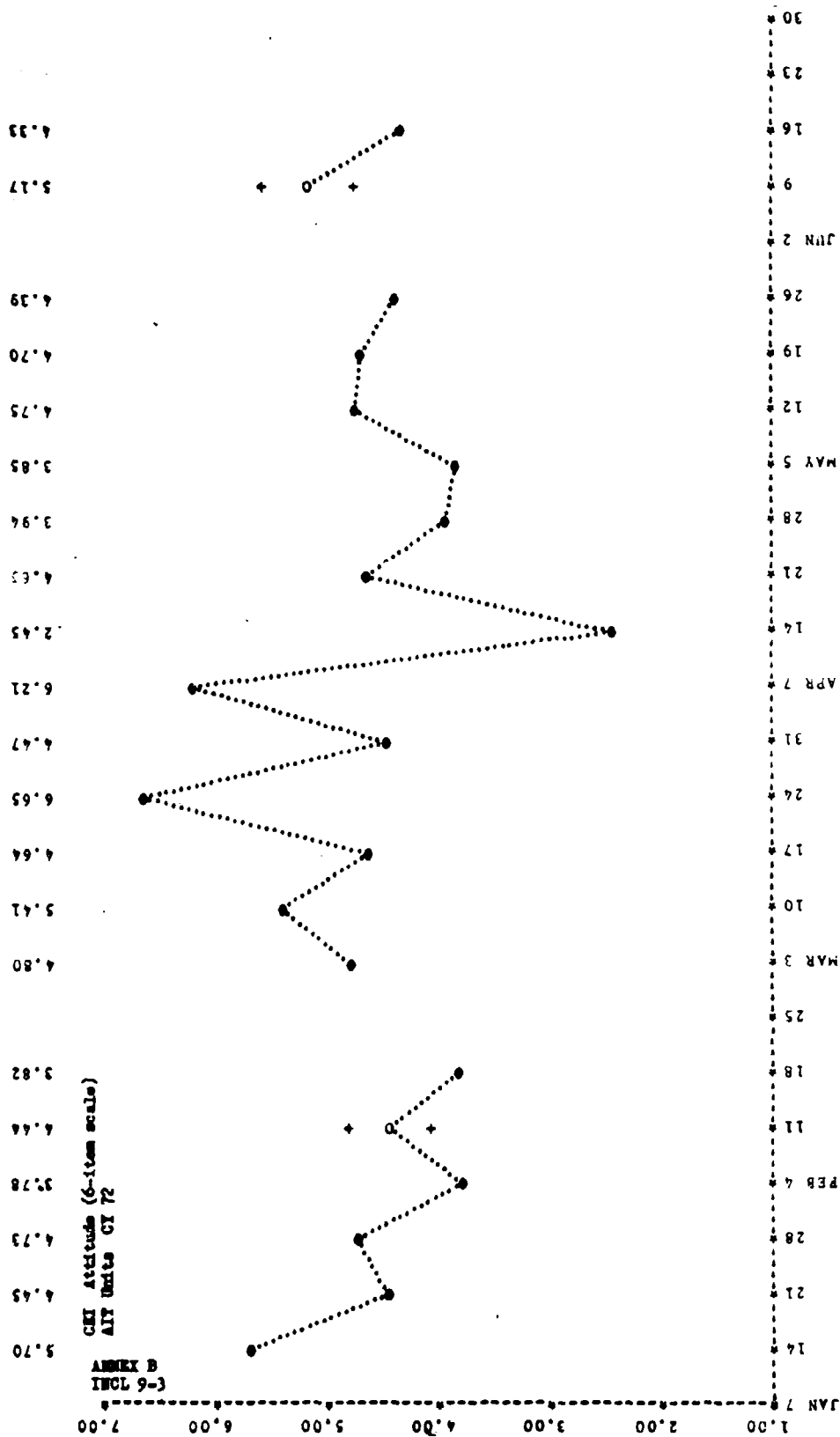


3.97 3.98 3.99 4.00 4.01 4.02 4.03 4.04 4.05 4.06 4.07 4.08 4.09 4.10 4.11 4.12 4.13 4.14 4.15 4.16 4.17 4.18 4.19 4.20 4.21 4.22 4.23 4.24 4.25 4.26 4.27 4.28 4.29 4.30 4.31 4.32 4.33 4.34 4.35 4.36 4.37 4.38 4.39 4.40 4.41 4.42 4.43 4.44 4.45 4.46 4.47 4.48 4.49 4.50 4.51 4.52 4.53 4.54 4.55 4.56 4.57 4.58 4.59 4.60 4.61 4.62 4.63 4.64 4.65 4.66 4.67 4.68 4.69 4.70 4.71 4.72 4.73 4.74 4.75 4.76 4.77 4.78 4.79 4.80 4.81 4.82 4.83 4.84 4.85 4.86 4.87 4.88 4.89 4.90 4.91 4.92 4.93 4.94 4.95 4.96 4.97 4.98 4.99 5.00 5.01 5.02 5.03 5.04 5.05 5.06 5.07 5.08 5.09 5.10 5.11 5.12 5.13 5.14 5.15 5.16 5.17 5.18 5.19 5.20 5.21 5.22 5.23 5.24 5.25 5.26 5.27 5.28 5.29 5.30 5.31 5.32 5.33 5.34 5.35 5.36 5.37 5.38 5.39 5.40 5.41 5.42 5.43 5.44 5.45 5.46 5.47 5.48 5.49 5.50 5.51 5.52 5.53 5.54 5.55 5.56 5.57 5.58 5.59 5.60 5.61 5.62 5.63 5.64 5.65 5.66 5.67 5.68 5.69 5.70 5.71 5.72 5.73 5.74 5.75 5.76 5.77 5.78 5.79 5.80 5.81 5.82 5.83 5.84 5.85 5.86 5.87 5.88 5.89 5.90 5.91 5.92 5.93 5.94 5.95 5.96 5.97 5.98 5.99 6.00 6.01 6.02 6.03 6.04 6.05 6.06 6.07 6.08 6.09 6.10 6.11 6.12 6.13 6.14 6.15 6.16 6.17 6.18 6.19 6.20 6.21 6.22 6.23 6.24 6.25 6.26 6.27 6.28 6.29 6.30 6.31 6.32 6.33 6.34 6.35 6.36 6.37 6.38 6.39 6.40 6.41 6.42 6.43 6.44 6.45 6.46 6.47 6.48 6.49 6.50 6.51 6.52 6.53 6.54 6.55 6.56 6.57 6.58 6.59 6.60 6.61 6.62 6.63 6.64 6.65 6.66 6.67 6.68 6.69 6.70 6.71 6.72 6.73 6.74 6.75 6.76 6.77 6.78 6.79 6.80 6.81 6.82 6.83 6.84 6.85 6.86 6.87 6.88 6.89 6.90 6.91 6.92 6.93 6.94 6.95 6.96 6.97 6.98 6.99 7.00

CEI Attitude (6-item scale)
24-8 Weeks Units FY 72

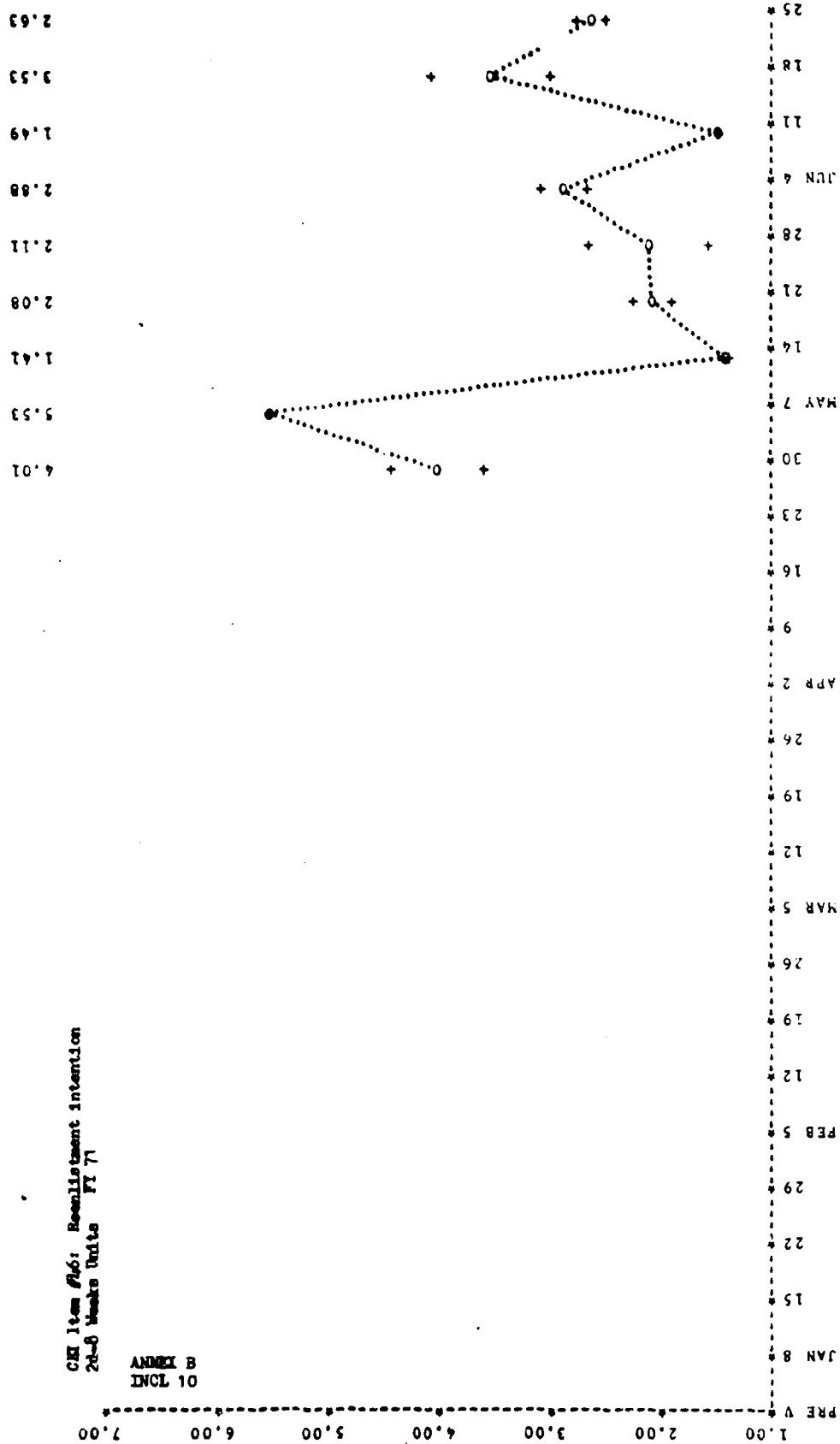
ANNEX B
INCL 9-2

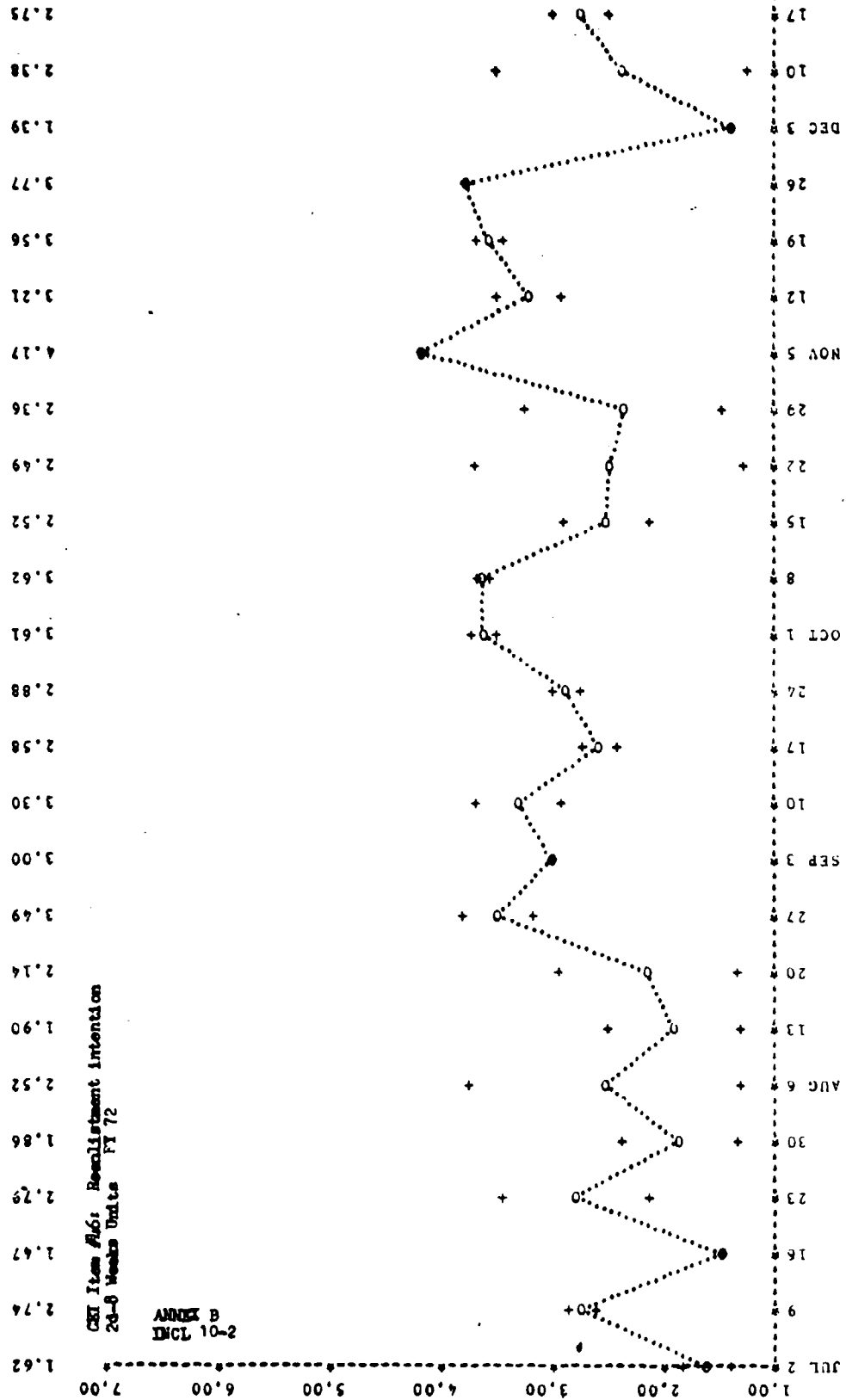
JUL 2 1.00 2.00 3.00 4.00 5.00 6.00 7.00
AUG 6 30 23 16 9
SEP 3 27 20 13 10 3
OCT 1 24 17 10 3
NOV 5 29 22 15 8
DEC 3 26 19 12 10 17

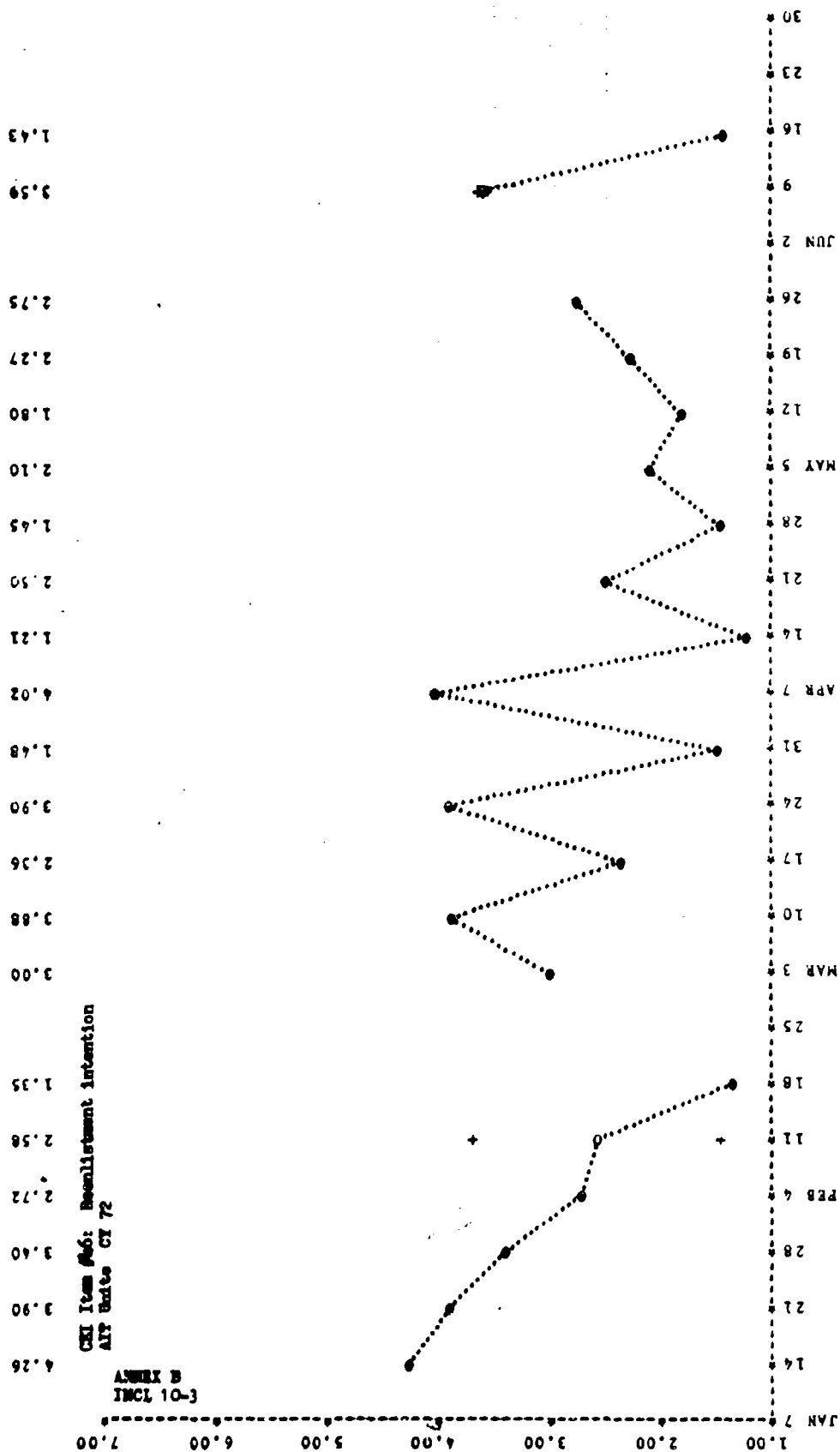


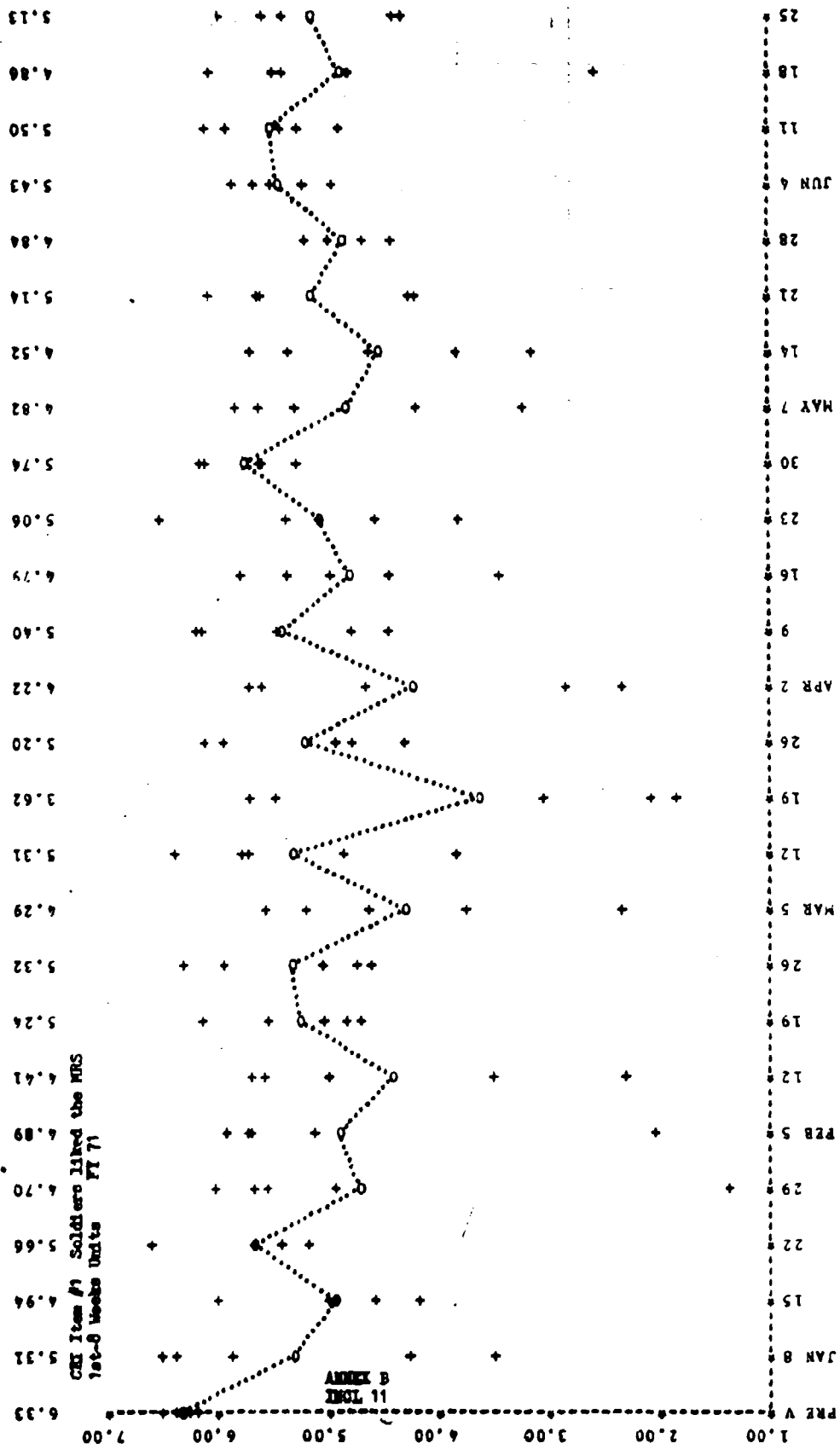
CHI Item #16: Recruitment intention
2d-8 Weeks Units FY 71

ANNEX B
INCL 10









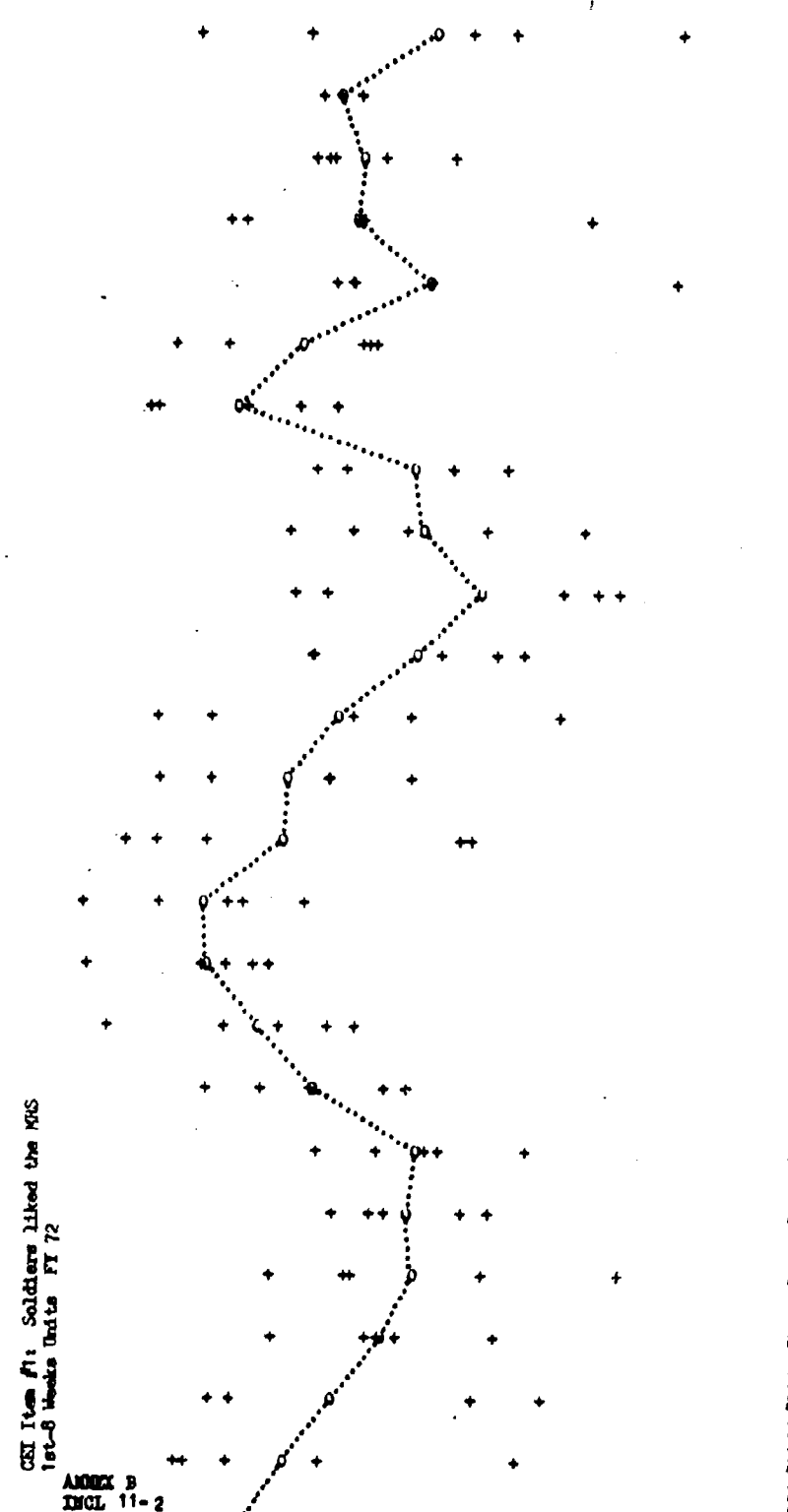
5.42 5.08 4.70 4.30 4.03 4.10 4.03 4.86 5.31 5.72 5.76 5.11 5.08 4.68 4.04 3.54 4.00 4.07 5.50 4.98 3.96 4.55 4.50 4.68 5.92

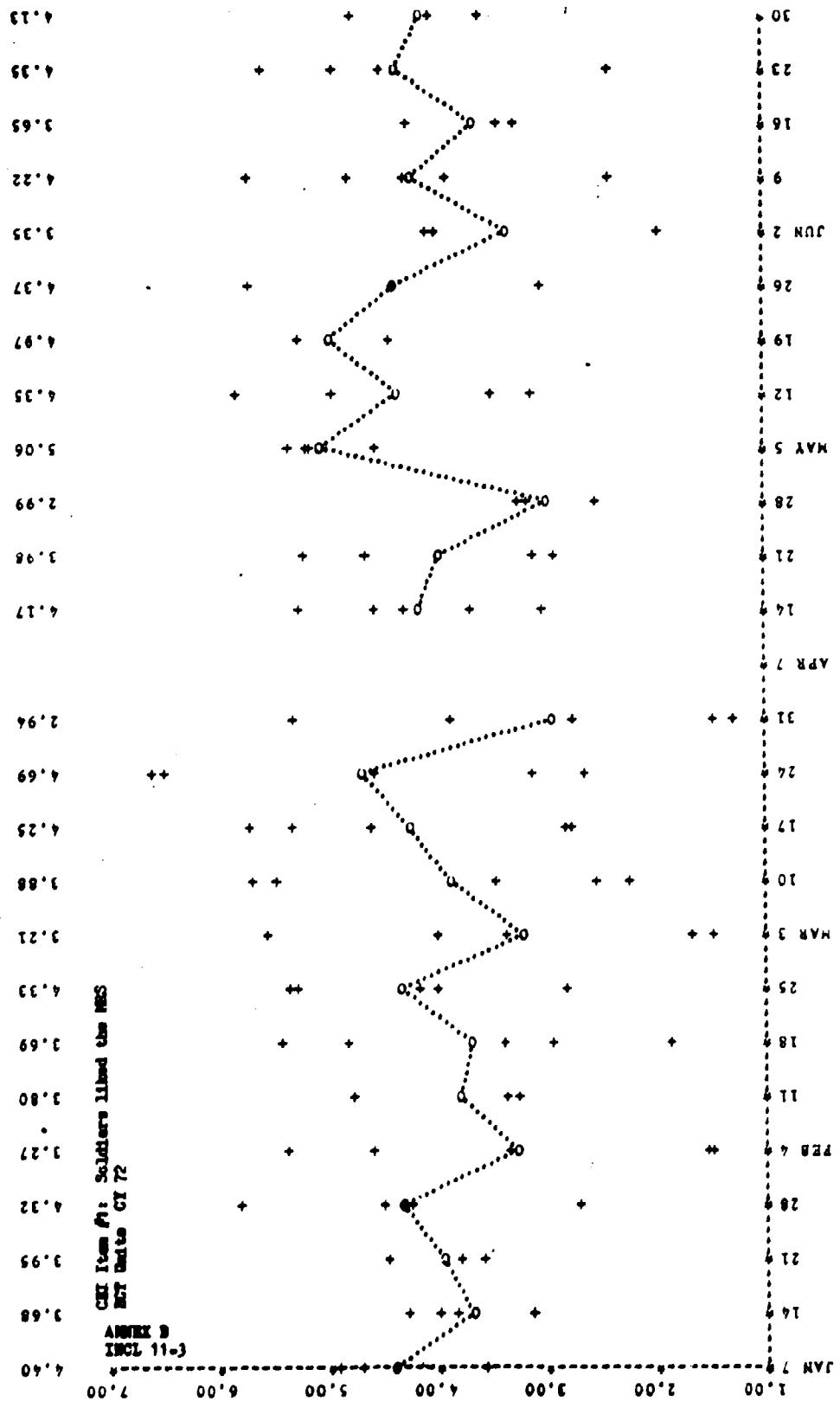
CEI Item #1: Soldiers liked the MGS
1st-8 Weeks Units FY 72

ANNEX B
ENCL 11-2

JUL 2 1.00 2.00 3.00 4.00 5.00 6.00 7.00

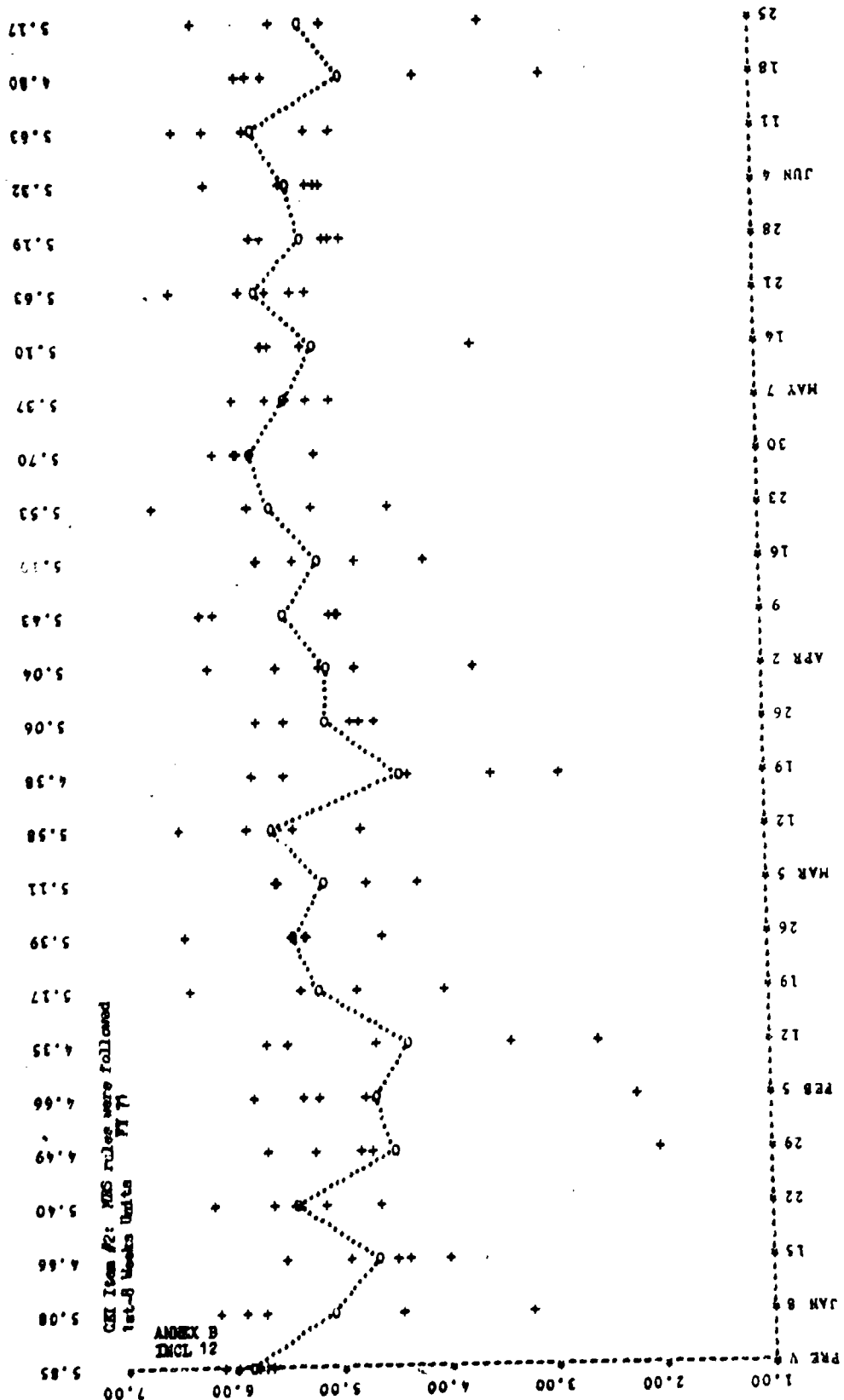
JUL 2 9 16 23 30 6 13 20 27 3 10 17 24 1 OCT 1 8 15 22 29 NOV 5 12 19 26 DEC 3 10 17

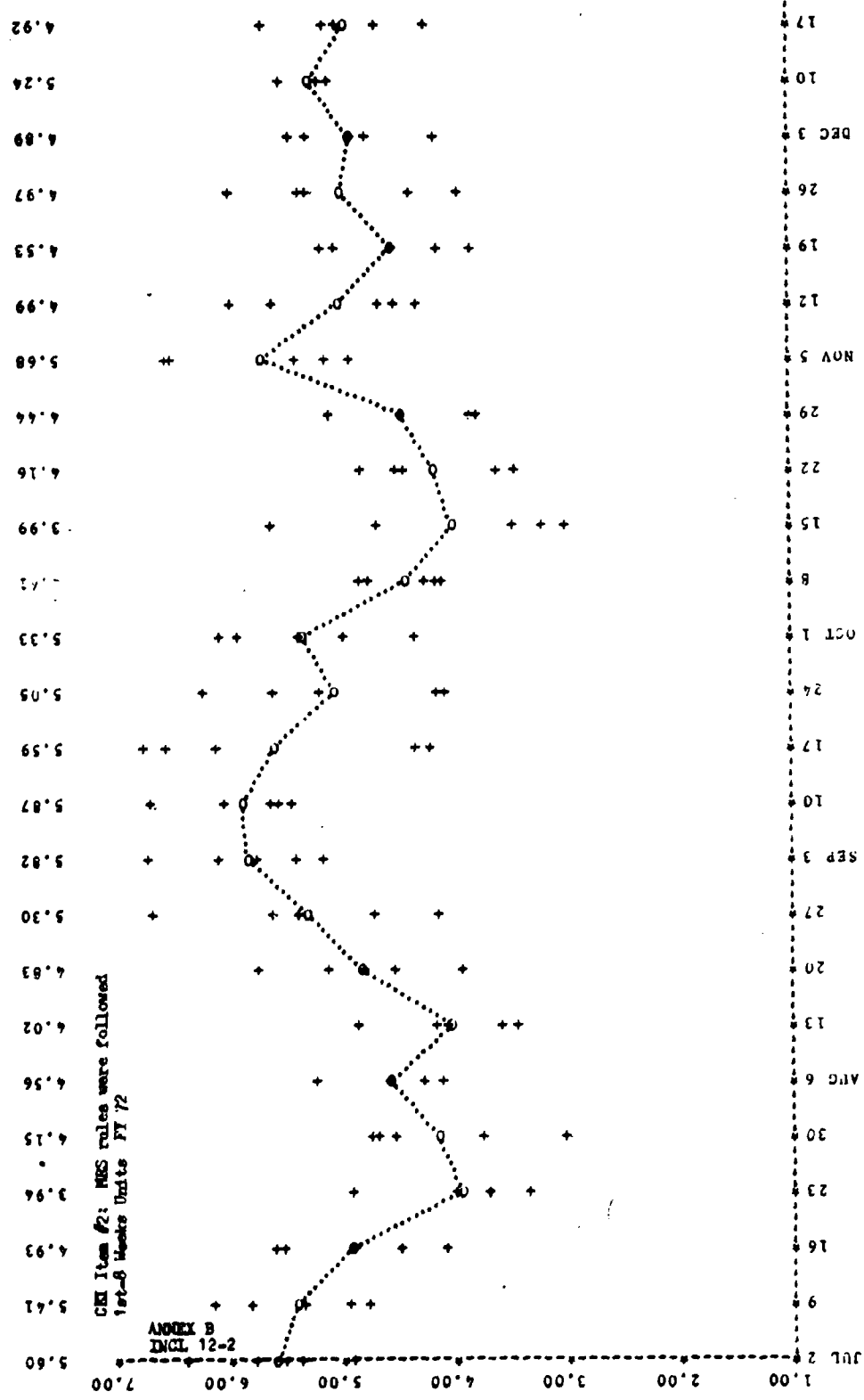


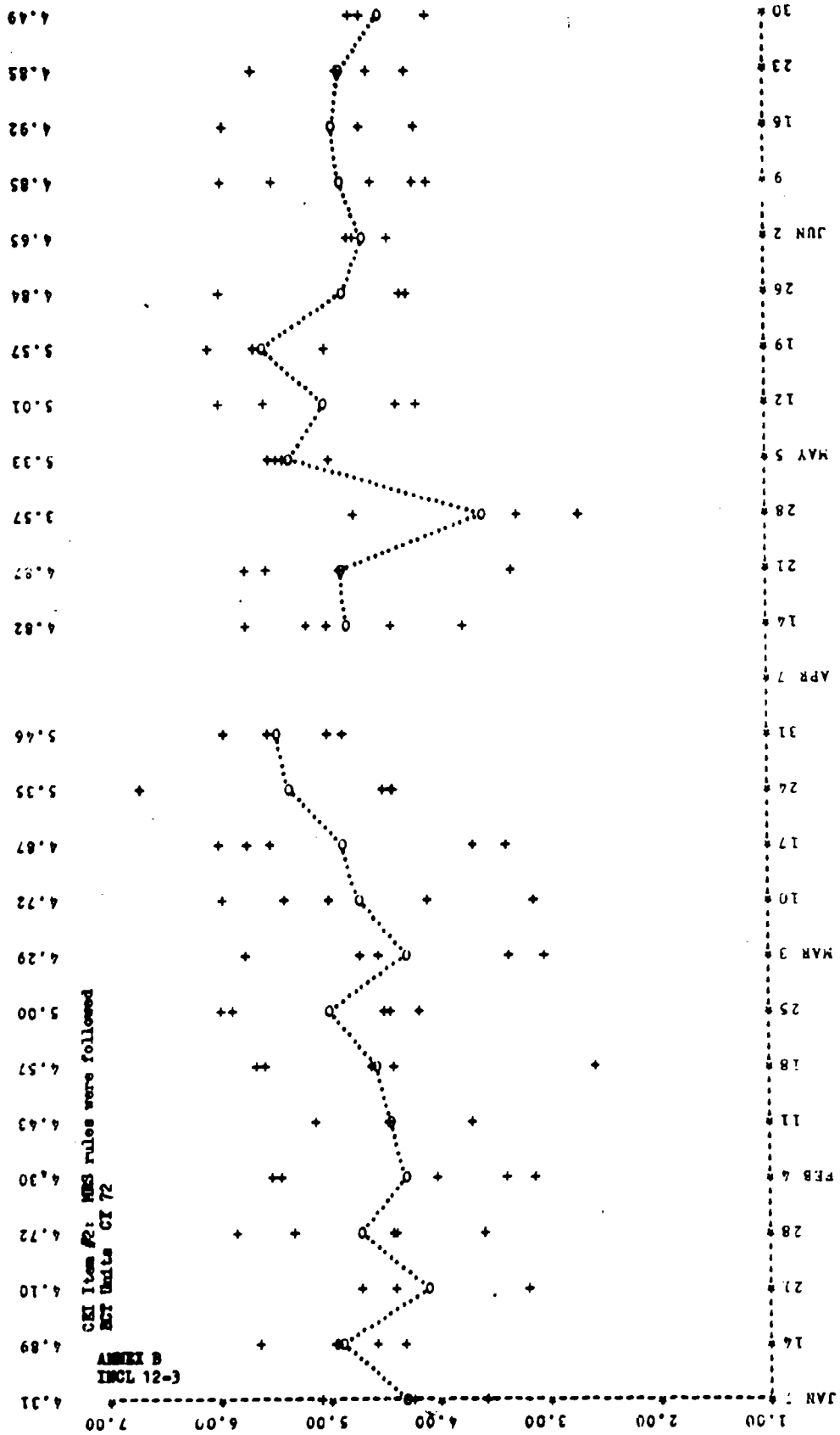


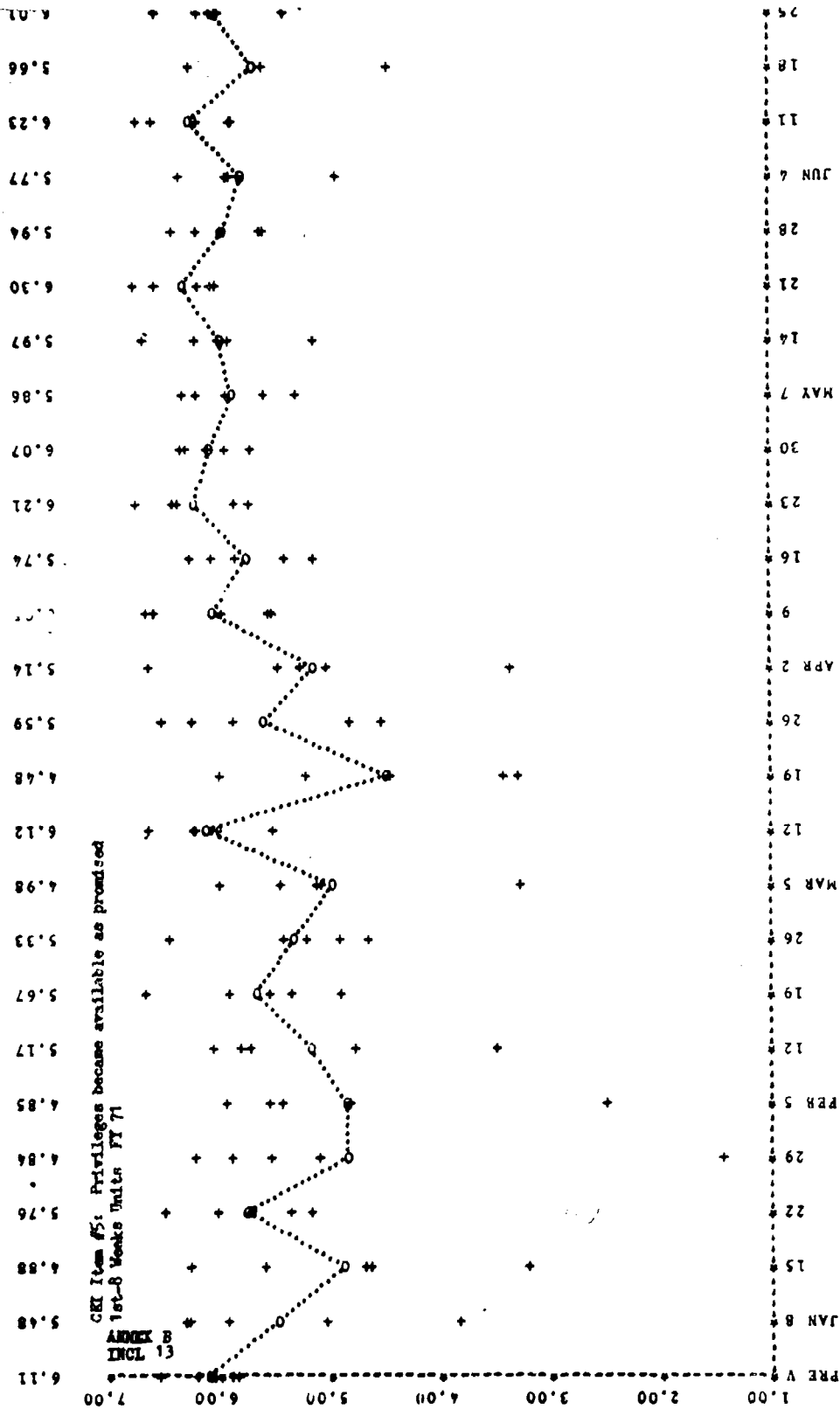
CHI Item #1: Soldiers liked the MES
MGT Units CY 72

ANNEX 9
INCL 11-3









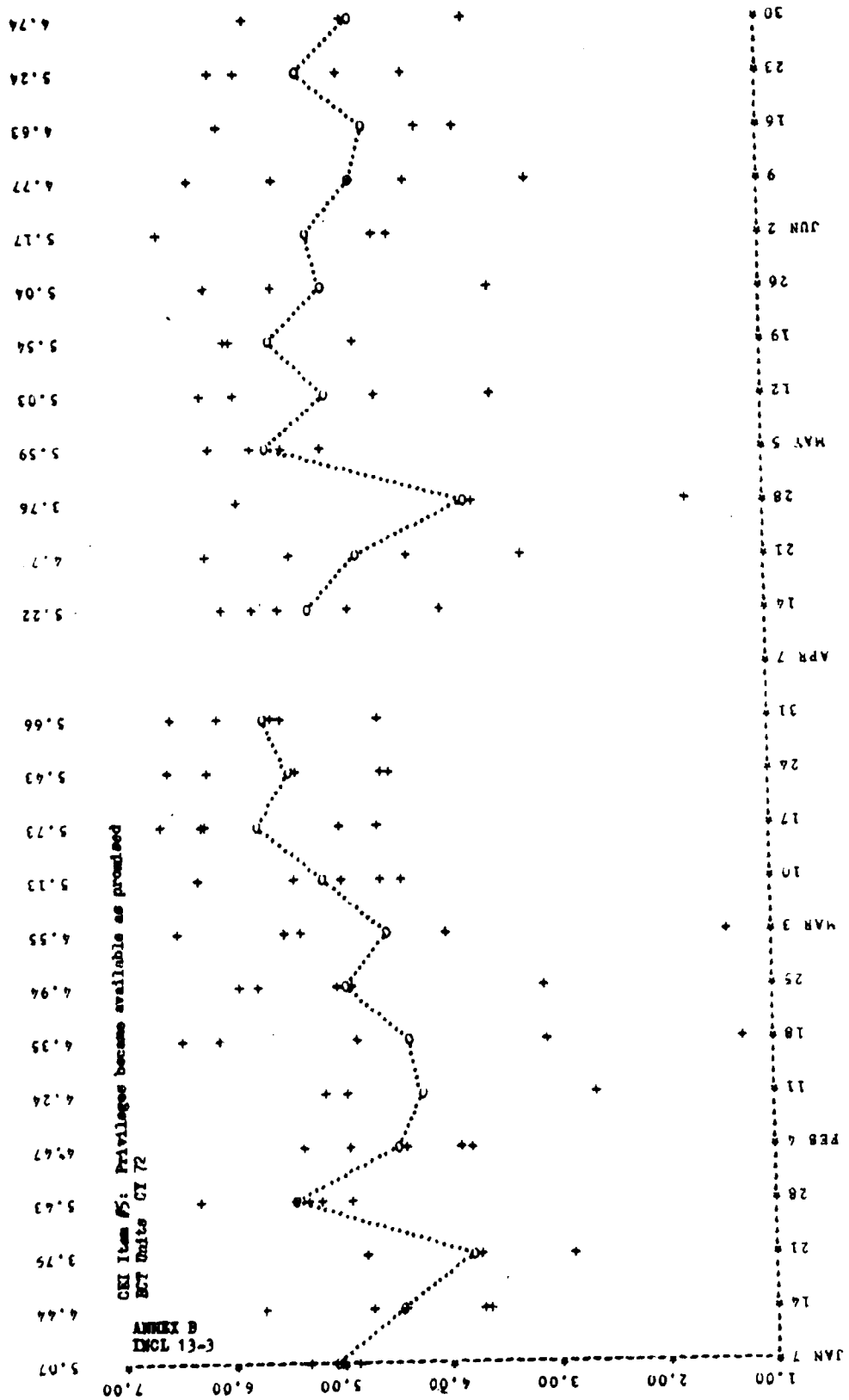
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3.63
3.95
5.86
5.29
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6.27
6.10
5.67
5.05
4.89
5.07
4.97
4.46
5.49
5.45
5.85

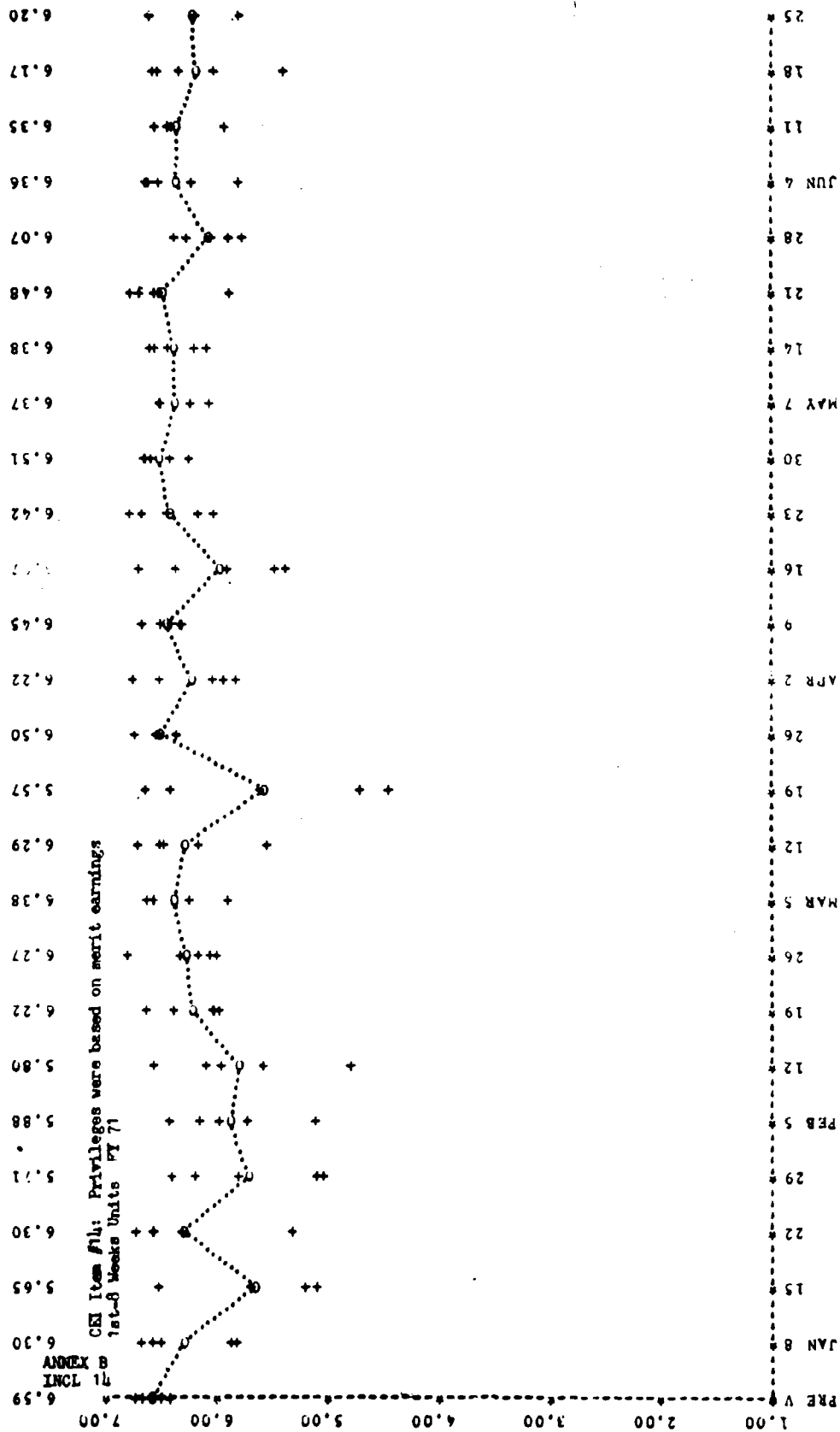
CKI Item 65: Privileges become available as promised
1st-8 Weeks Units FY 72

ANNEX B
ENCL 13-2

7.00 6.00 5.00 4.00 3.00 2.00 1.00

JUL 2
AUG 6
SEP 3
OCT 1
NOV 5
DEC 3
17
10
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22
15
8
24
17
10
27
20
13
30
23
16
9





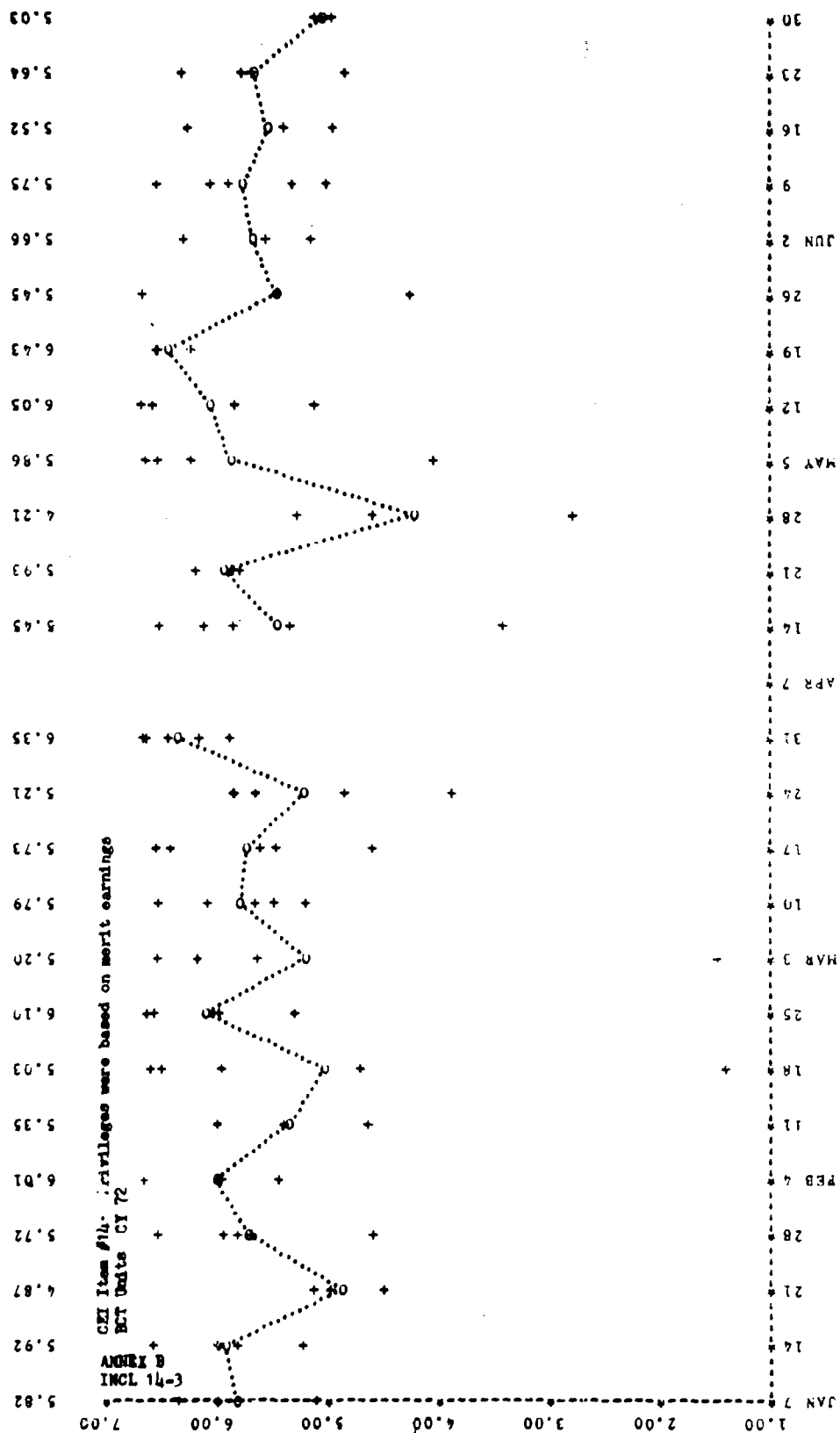
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5.44
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6.30
5.71
6.17
6.44
6.64
6.08
5.90
5.46
5.62
5.50
5.55
5.49
5.94
6.27

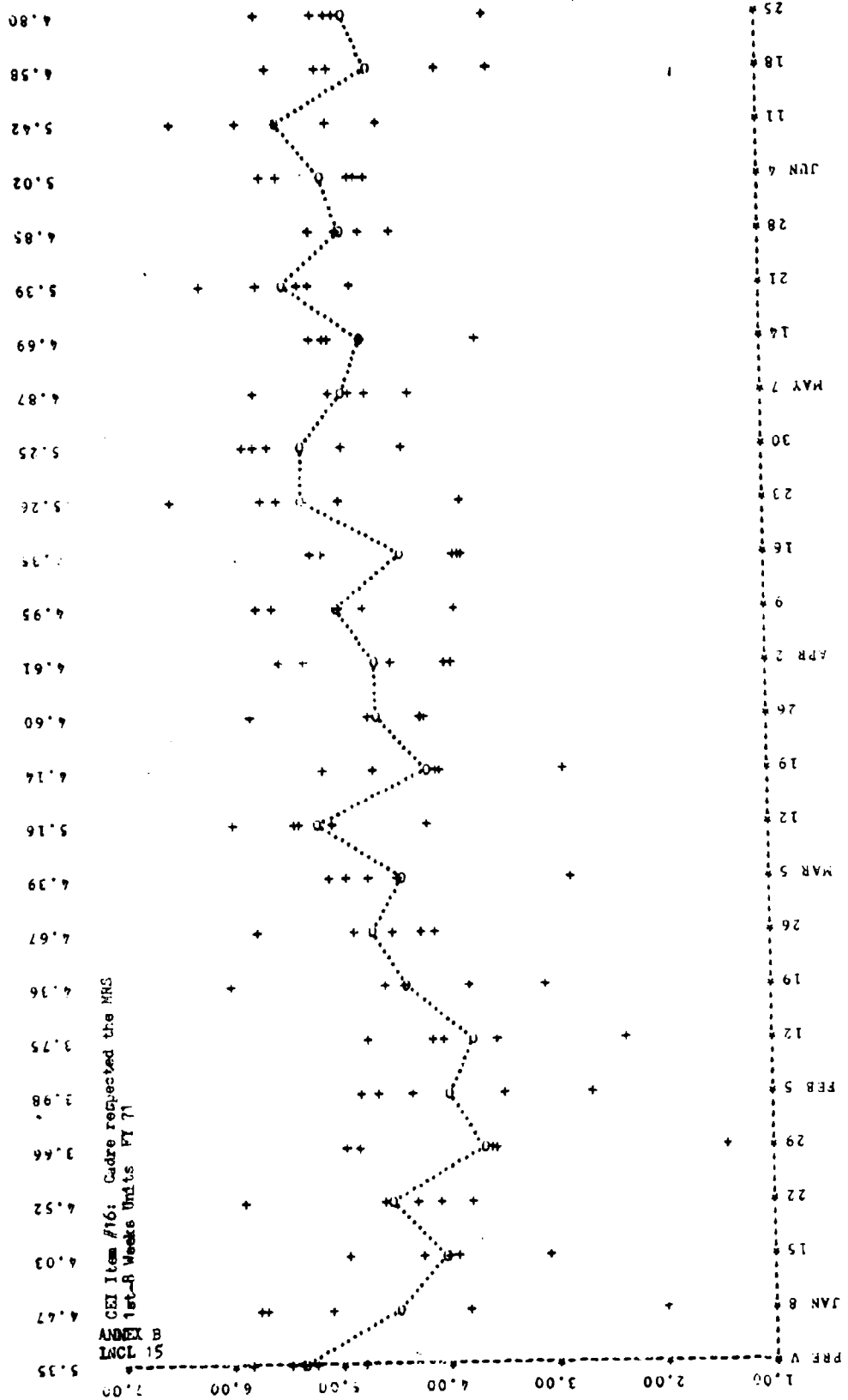
CEI Item #14: Privileges were based on merit earnings
1st-8 Weeks Unit FY 72

ANEX B INCL 2-71

7.00 6.00 5.00 4.00 3.00 2.00 1.00

JUL 2
9
16
23
30
AUG 6
13
20
27
SEP 3
10
17
24
OCT 1
8
15
22
29
NOV 5
12
19
26
DEC 3
10
17





4.94 4.41 4.17 4.00 4.41 4.12 4.67 5.04 5.69 5.38 5.52 4.76 4.89 4.11 4.11 4.08 4.32 5.37 4.83 4.12 4.54 4.78 4.61 4.62

CEI Team #16: Cadre respected the HES
1st-R Weeks Indts FY 72

ANNEX B, INCL 15-2

1.00 2.00 3.00 4.00 5.00 6.00 7.00

JUL 2

9

16

23

30

AUG 6

13

20

27

SEP 3

10

17

24

OCT 1

8

15

22

29

NOV 5

12

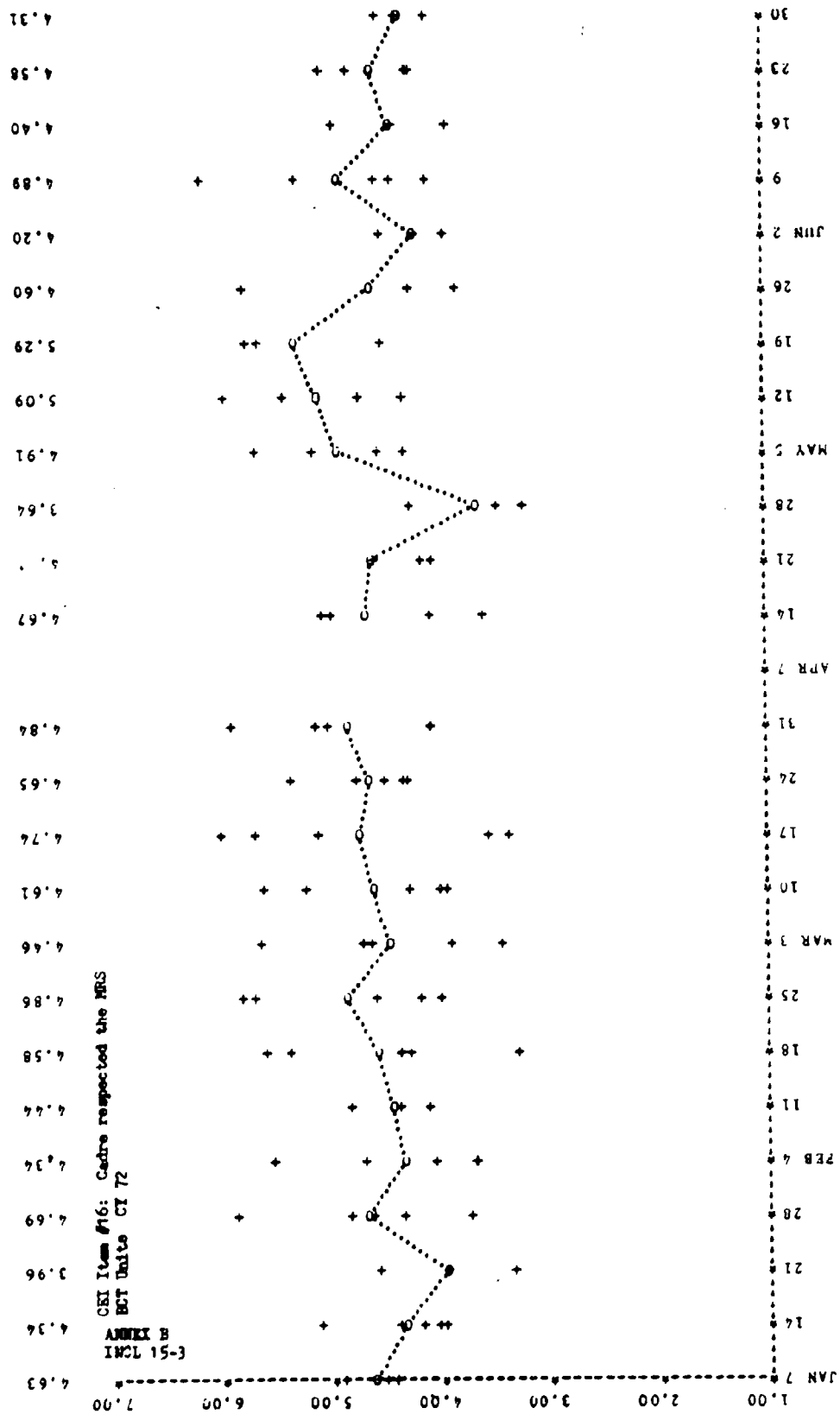
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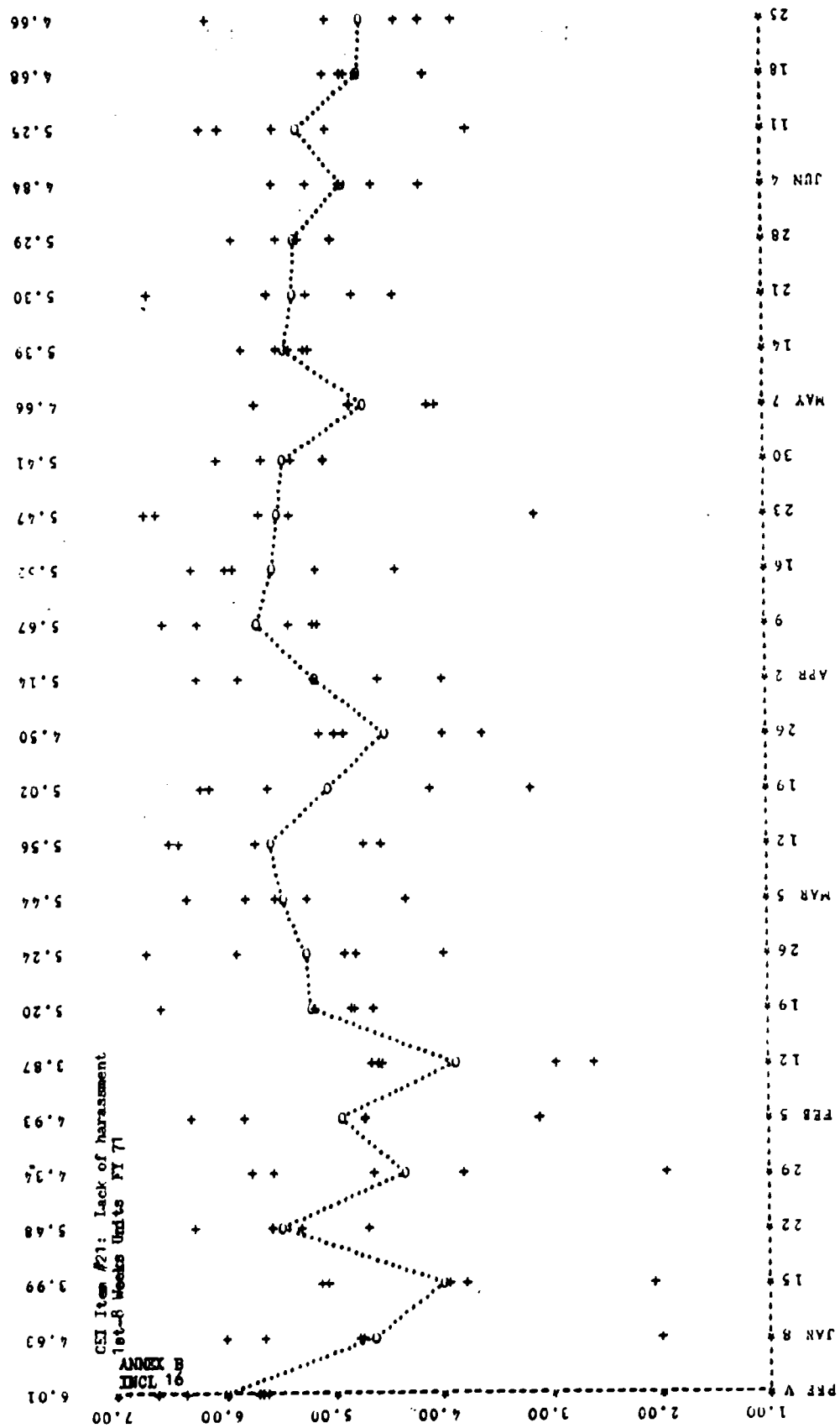
26

DEC 3

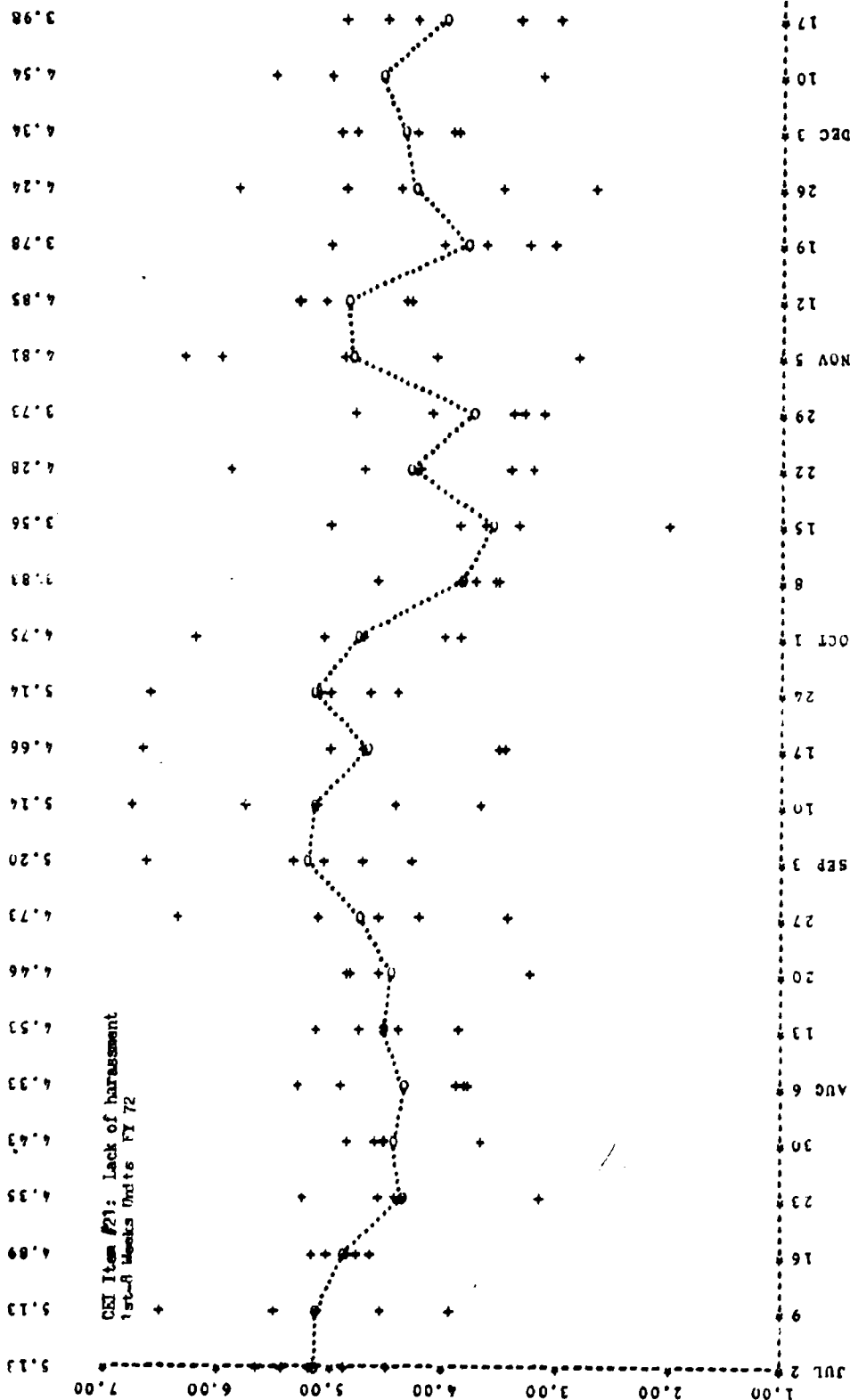
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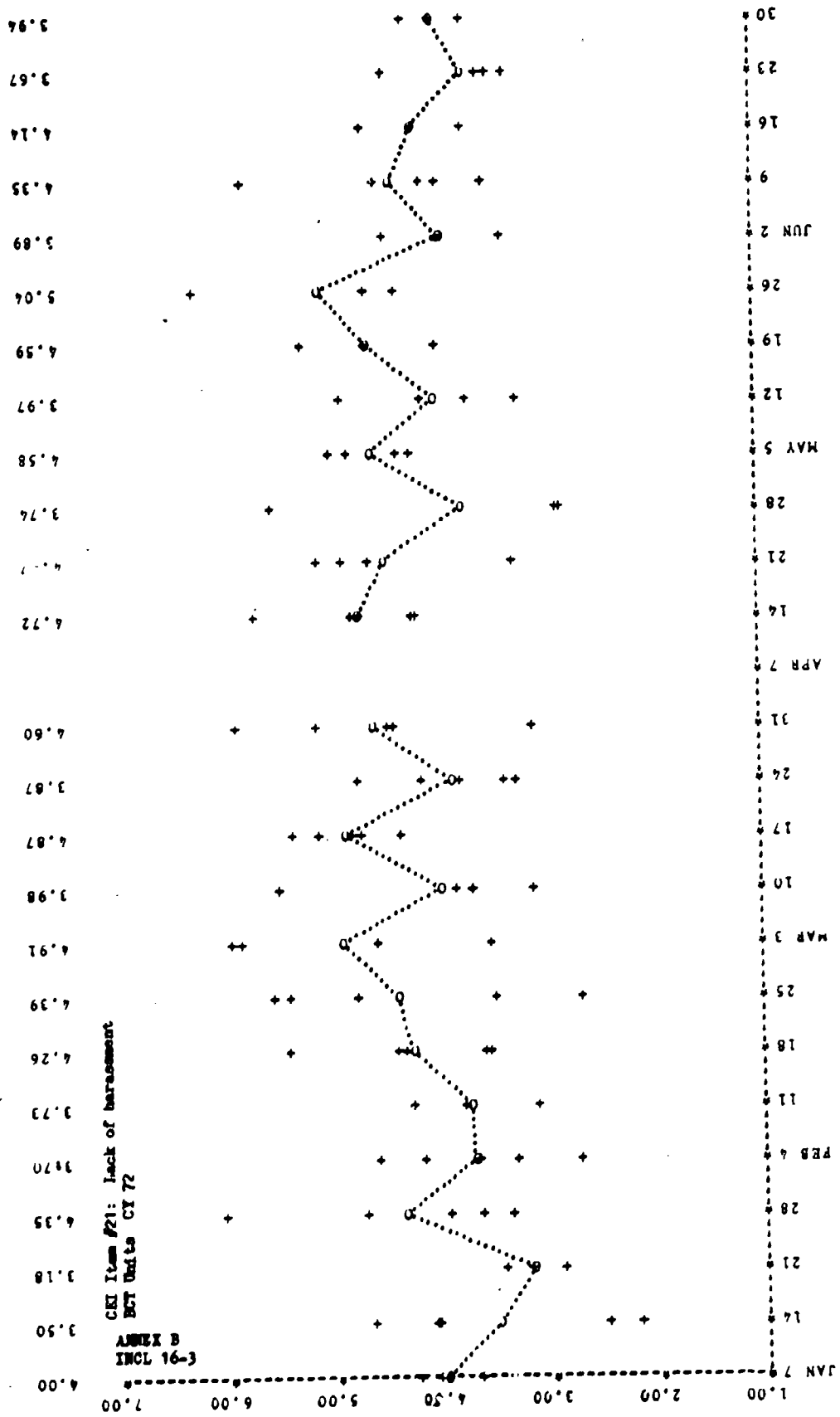
17





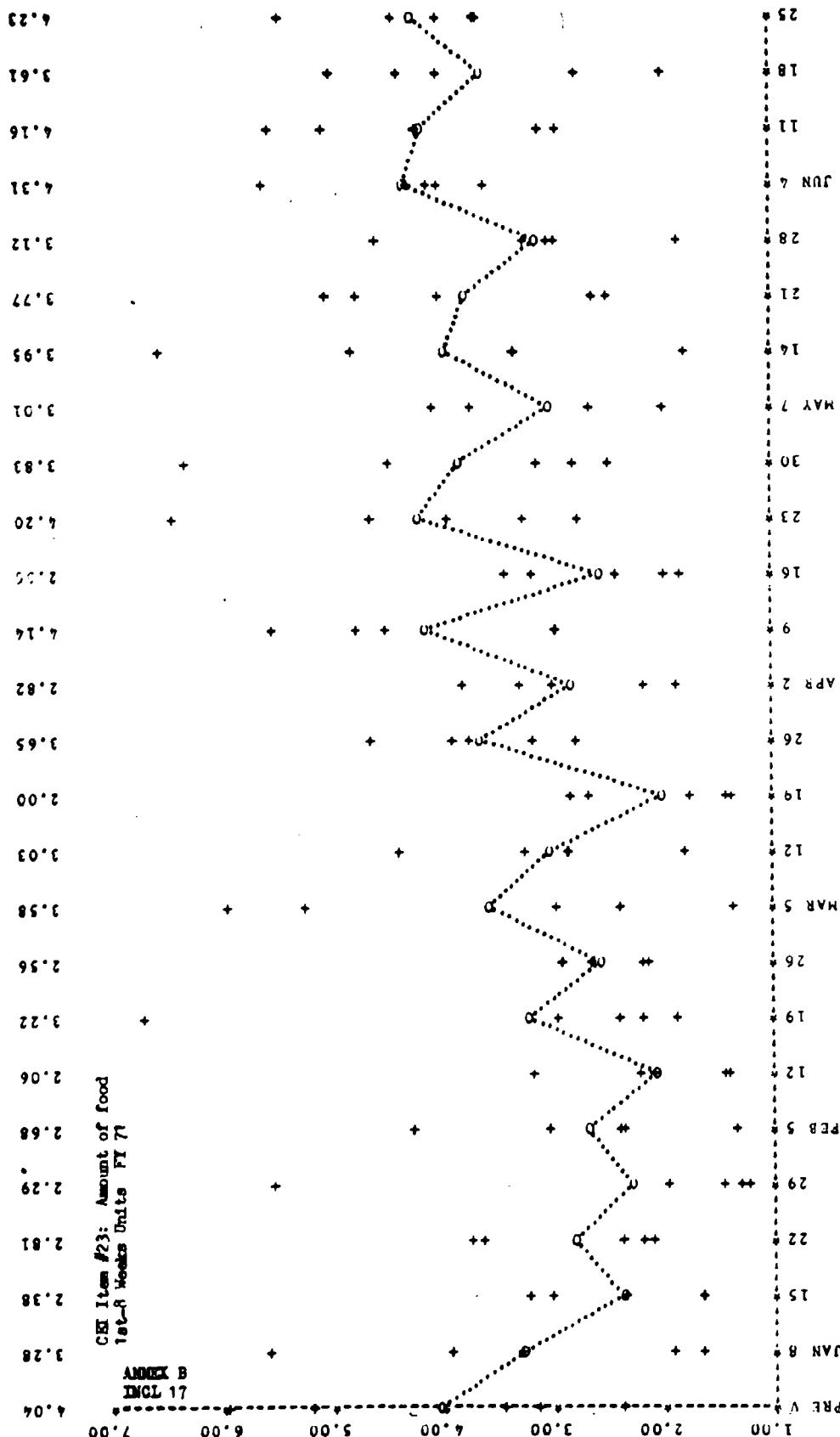
ANNEX B, INCL 16-2





CKI Item #21: lack of harassment
BCT Units CY 72

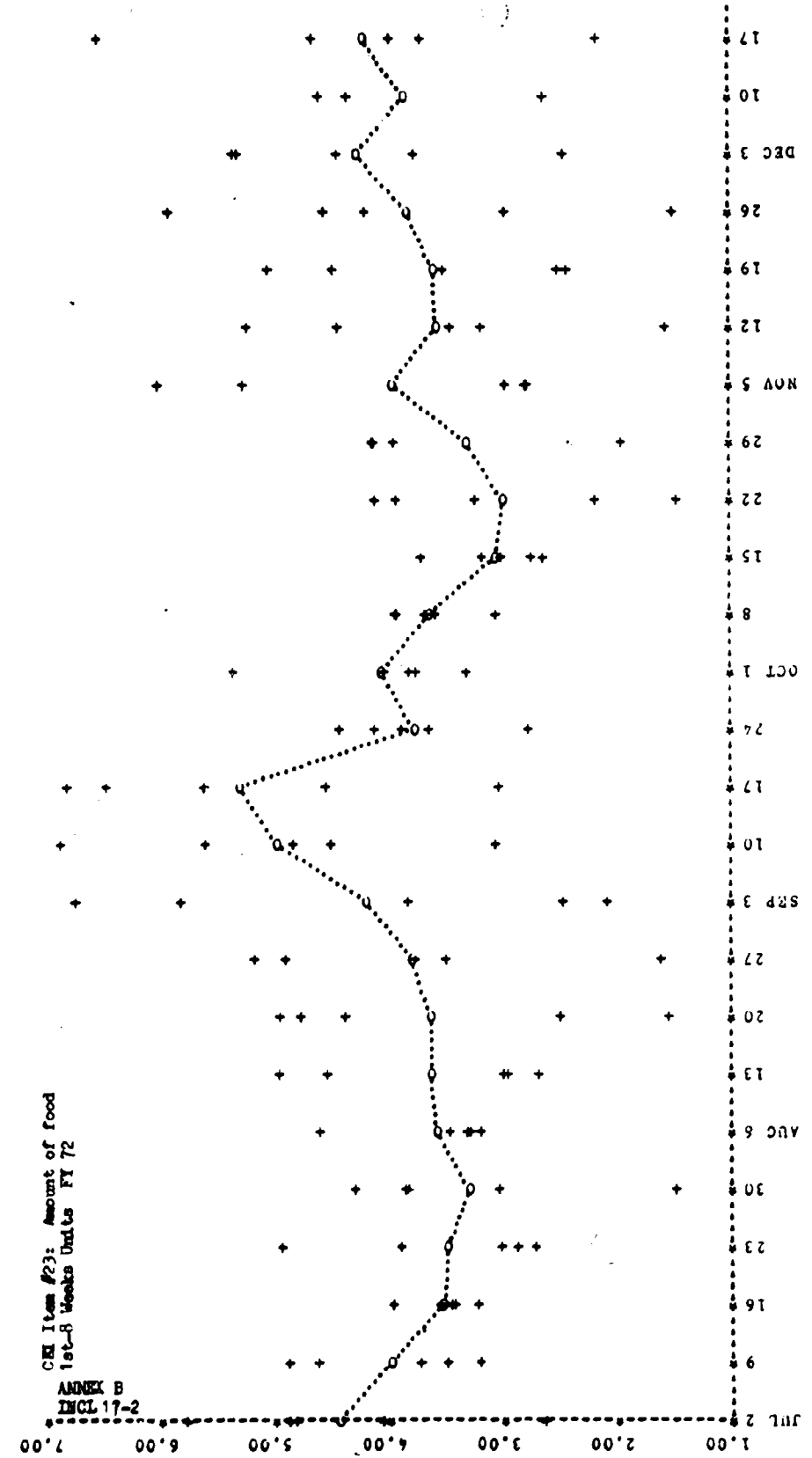
ANNEX B
INCL 16-3

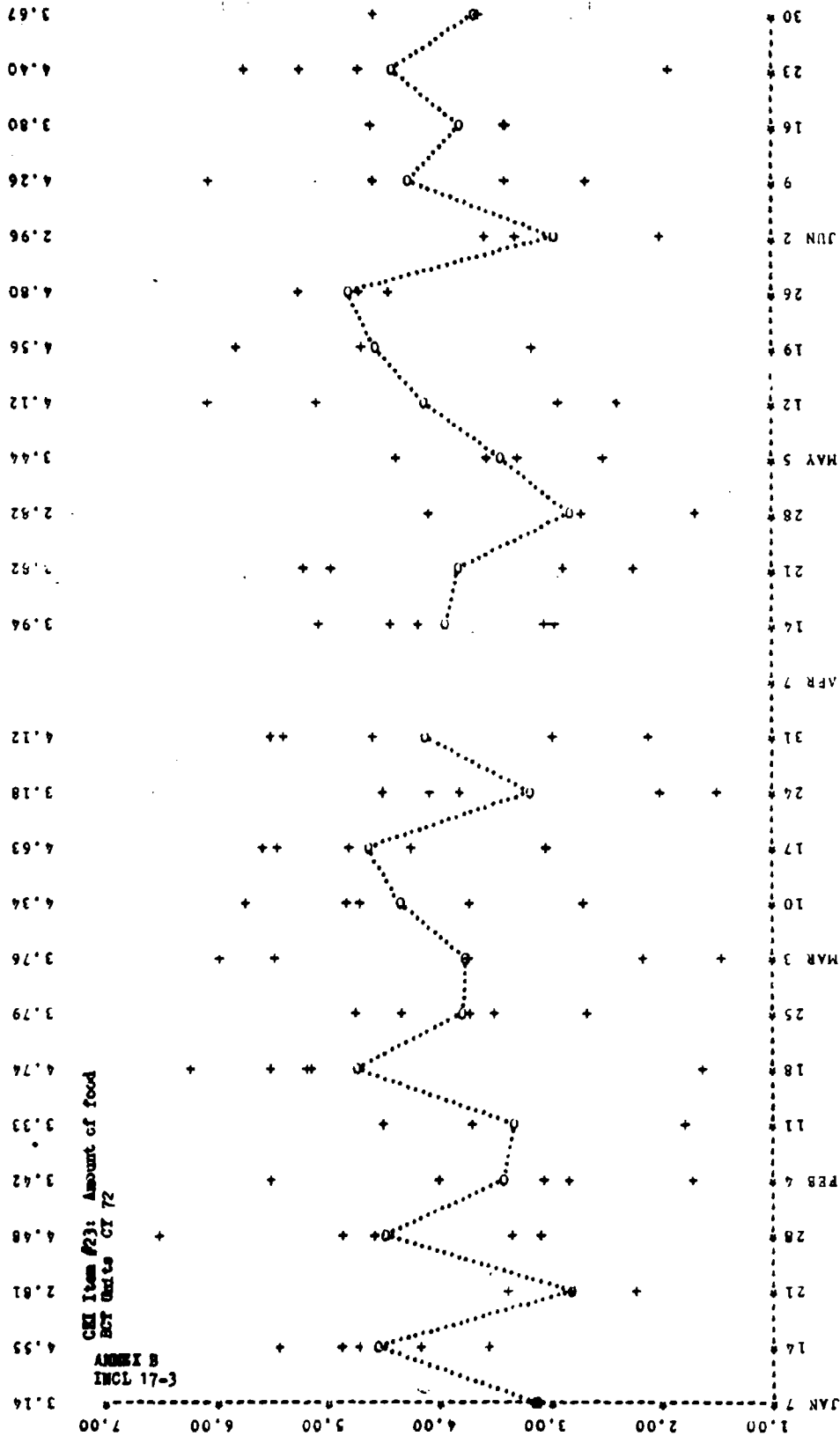


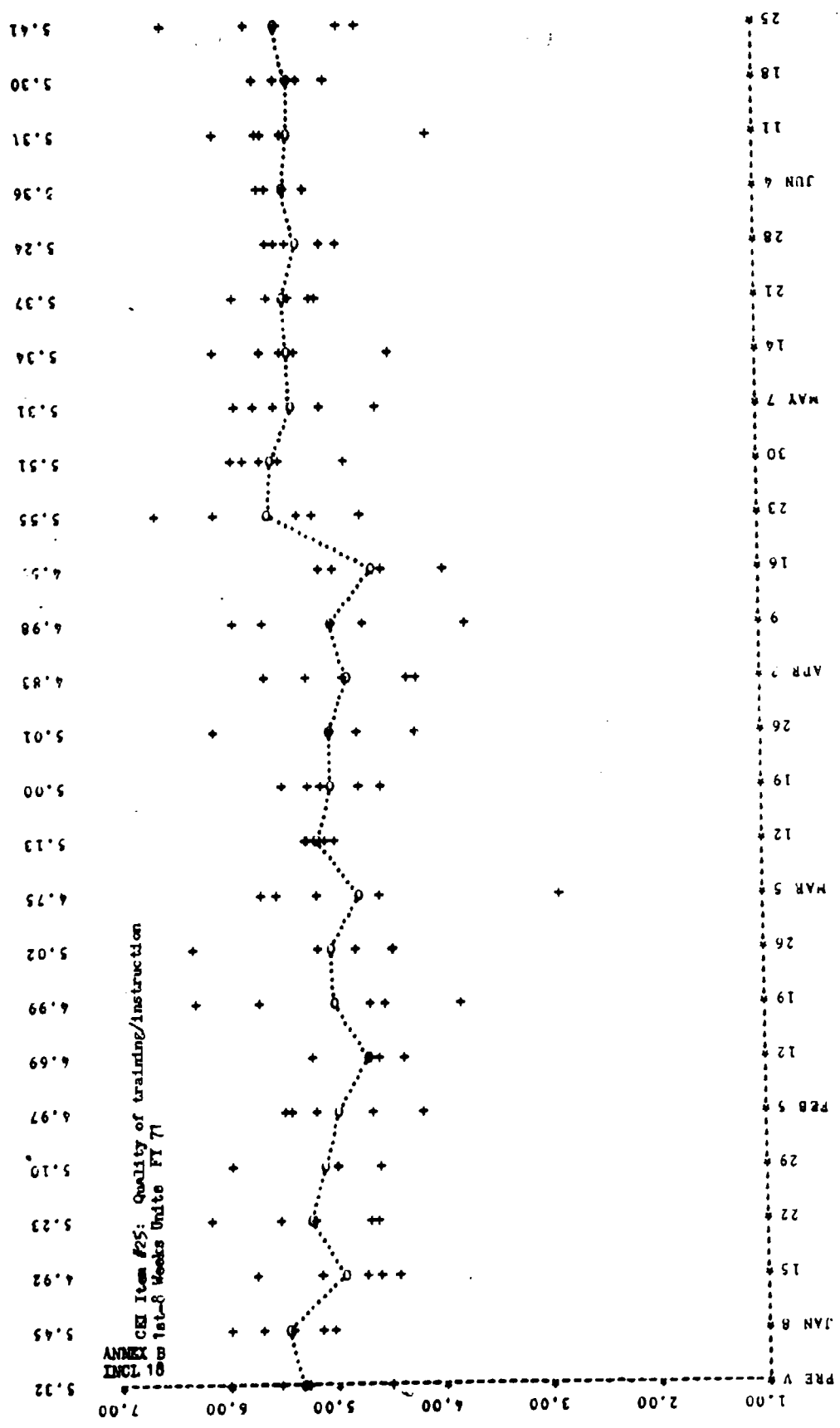
ANNEX B
 ENCL 17

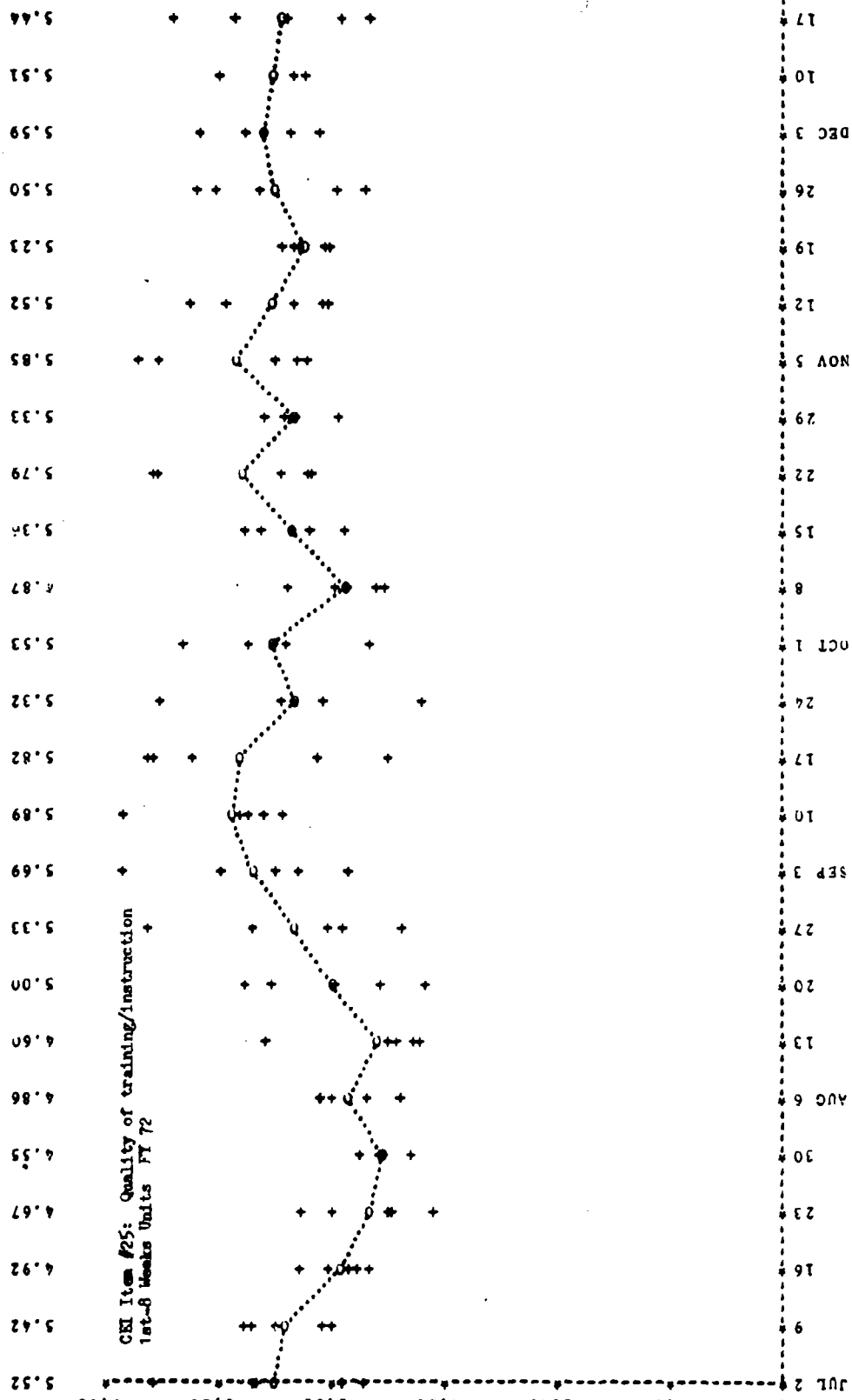
4.19
3.84
4.25
3.81
3.58
3.56
3.95
3.30
2.98
3.05
1.63
4.05
3.76
5.29
4.97
4.19
3.79
3.63
3.63
3.58
3.38
3.49
3.53
3.99
4.44

CEI Item #23: Amount of food
1st-8 Weeks Units FY 72
ANNEX B
INCL 17-2

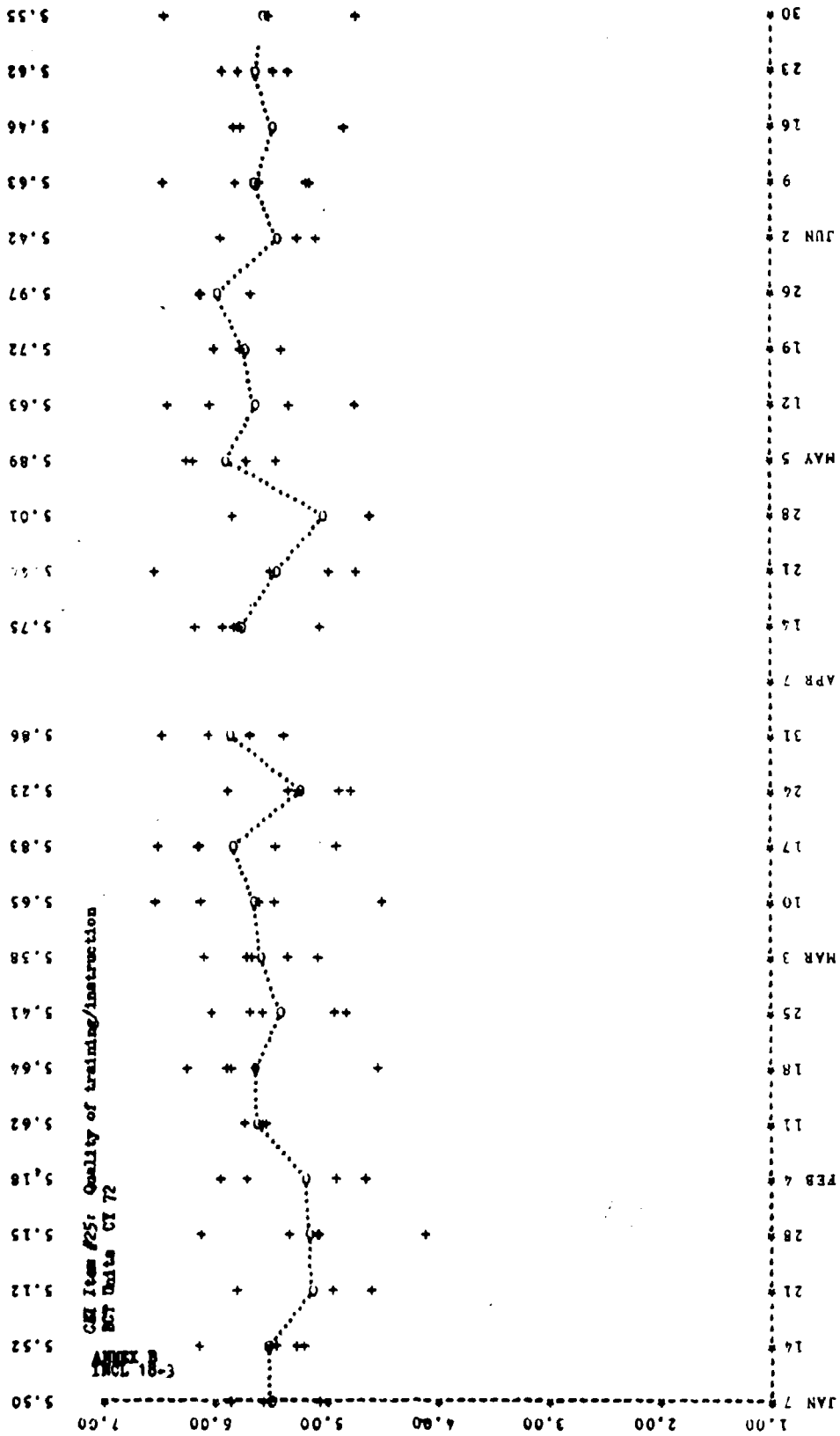


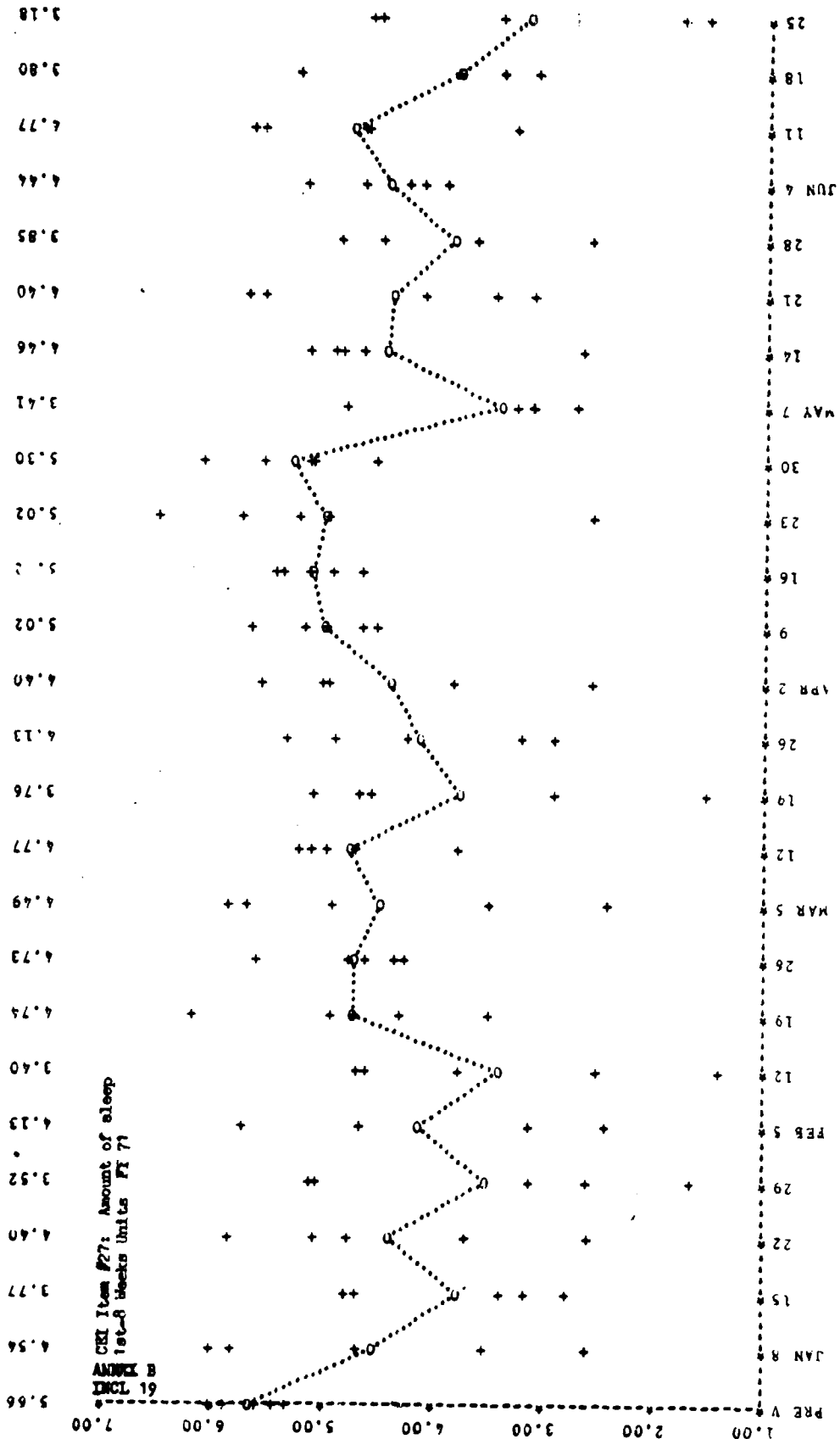






ANNEX B, INCL 18-2

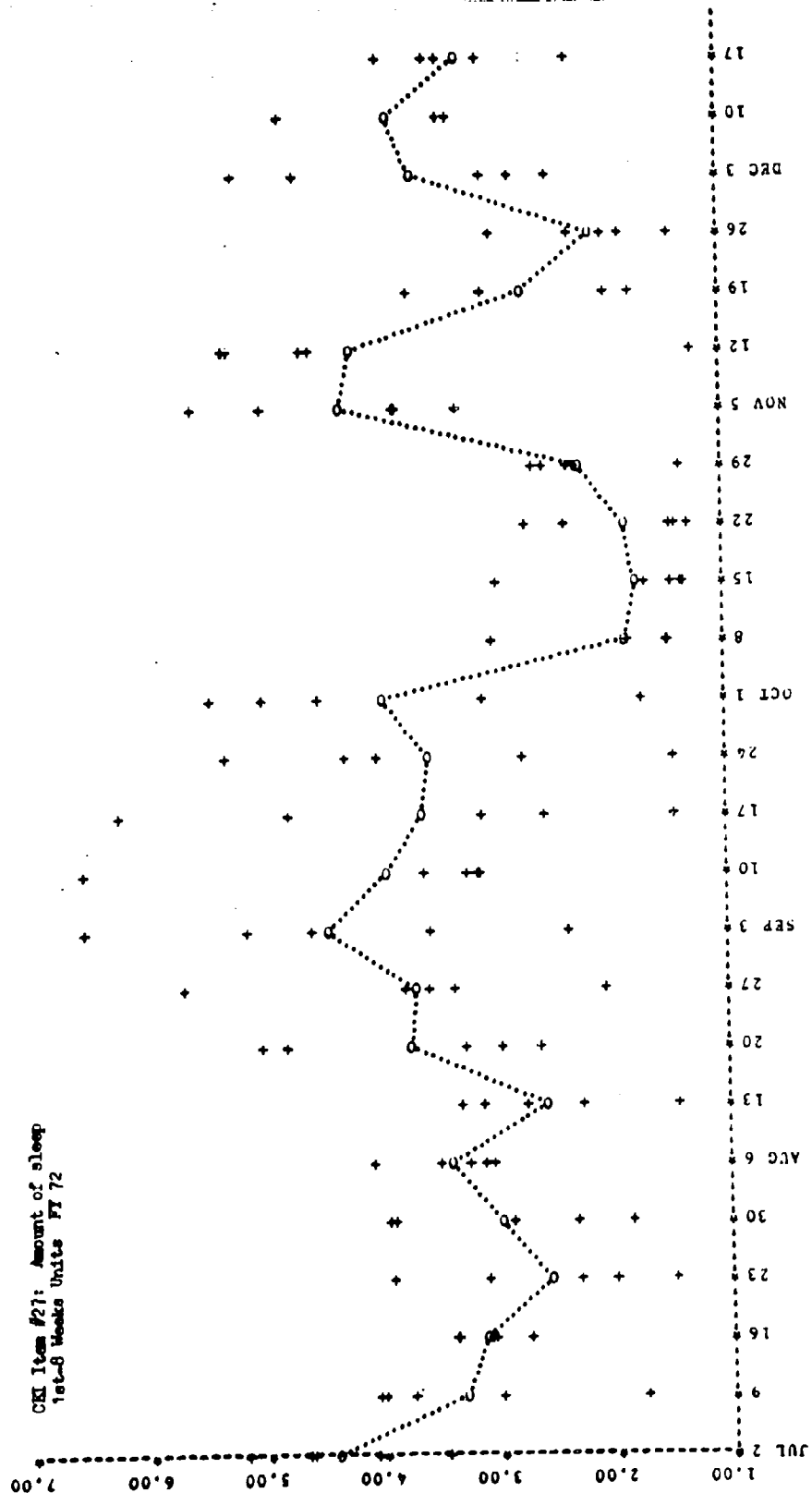


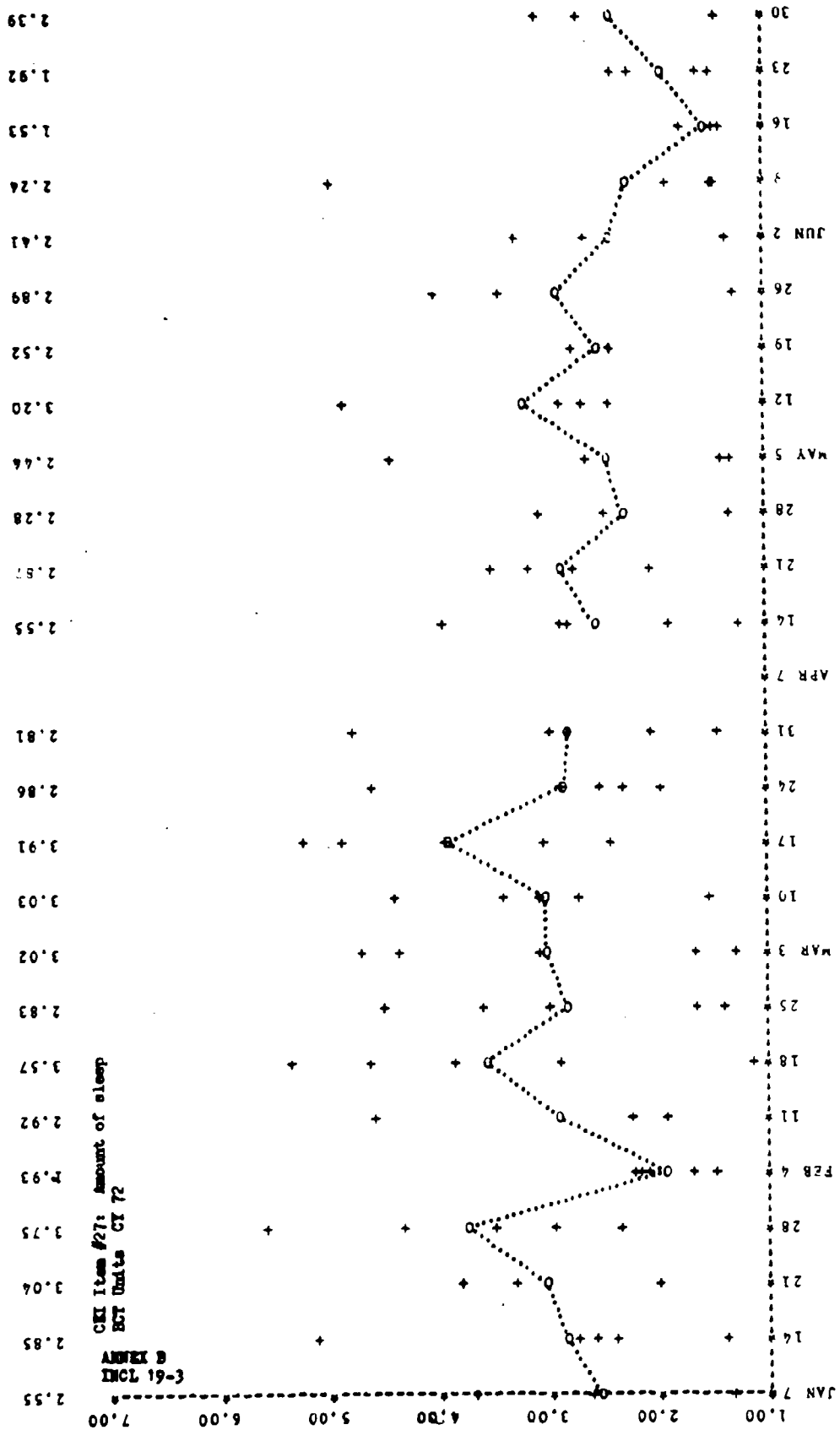


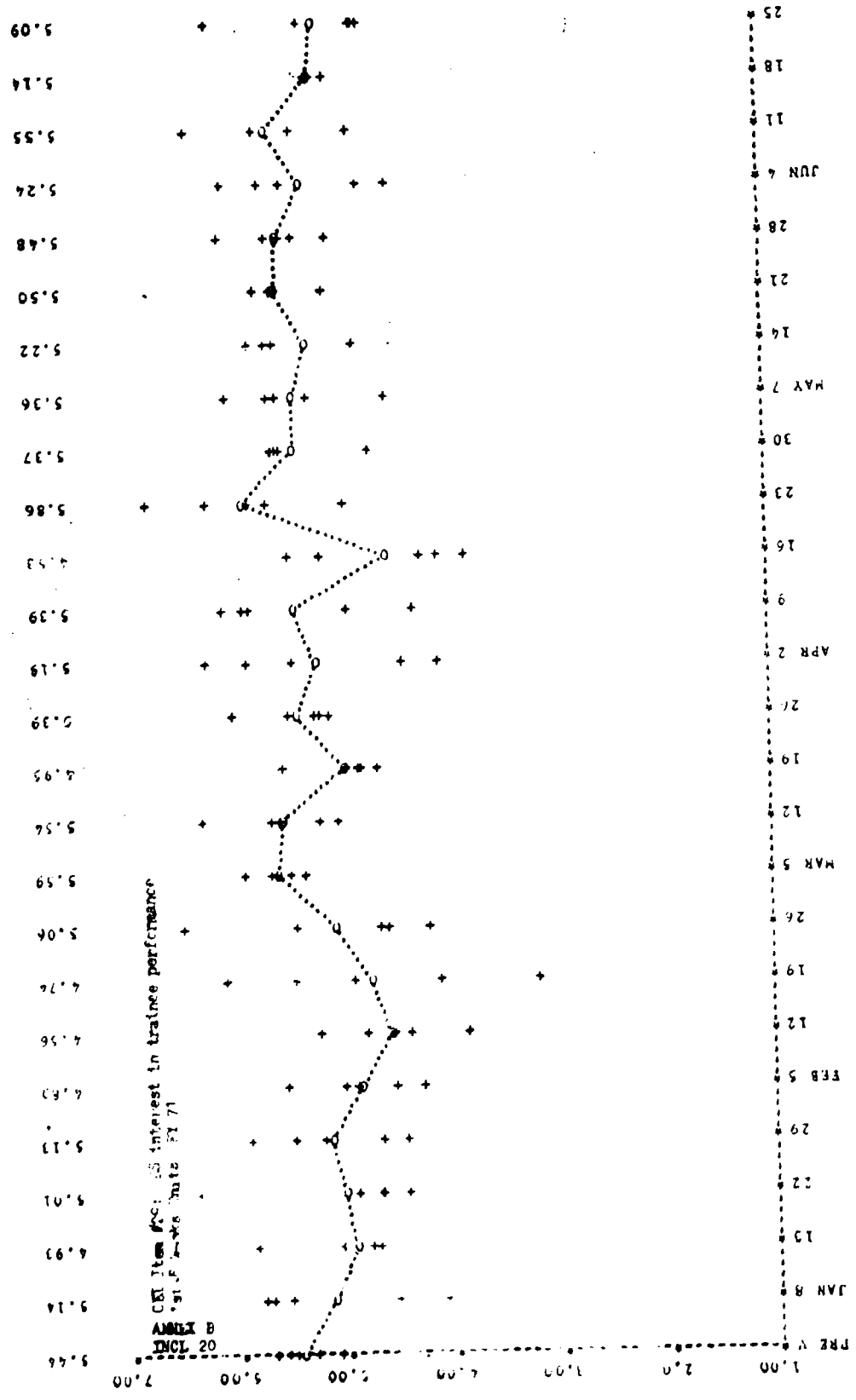
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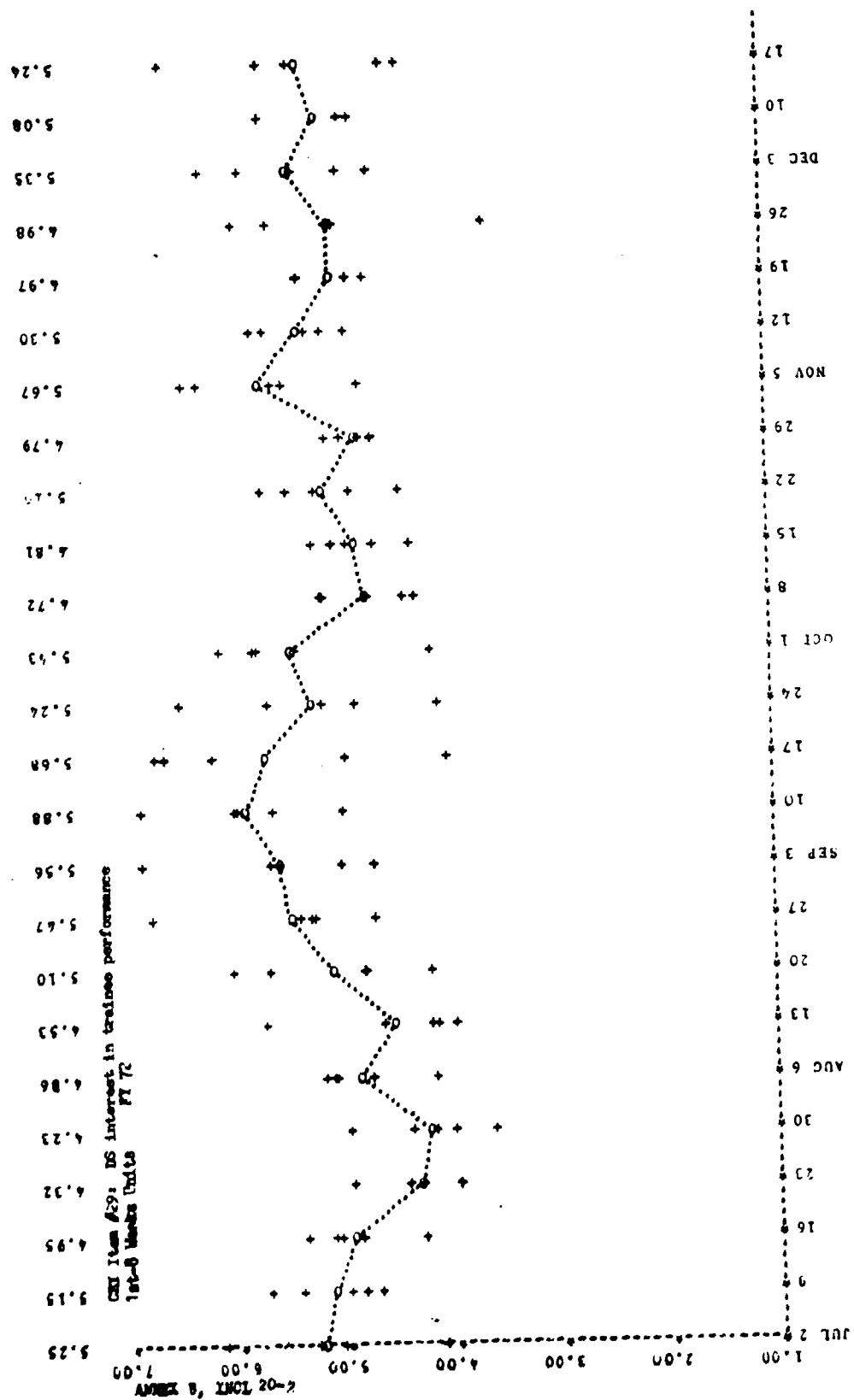
CRI Item #27: Amount of sleep
 1st-8 Weeks Units FY 72

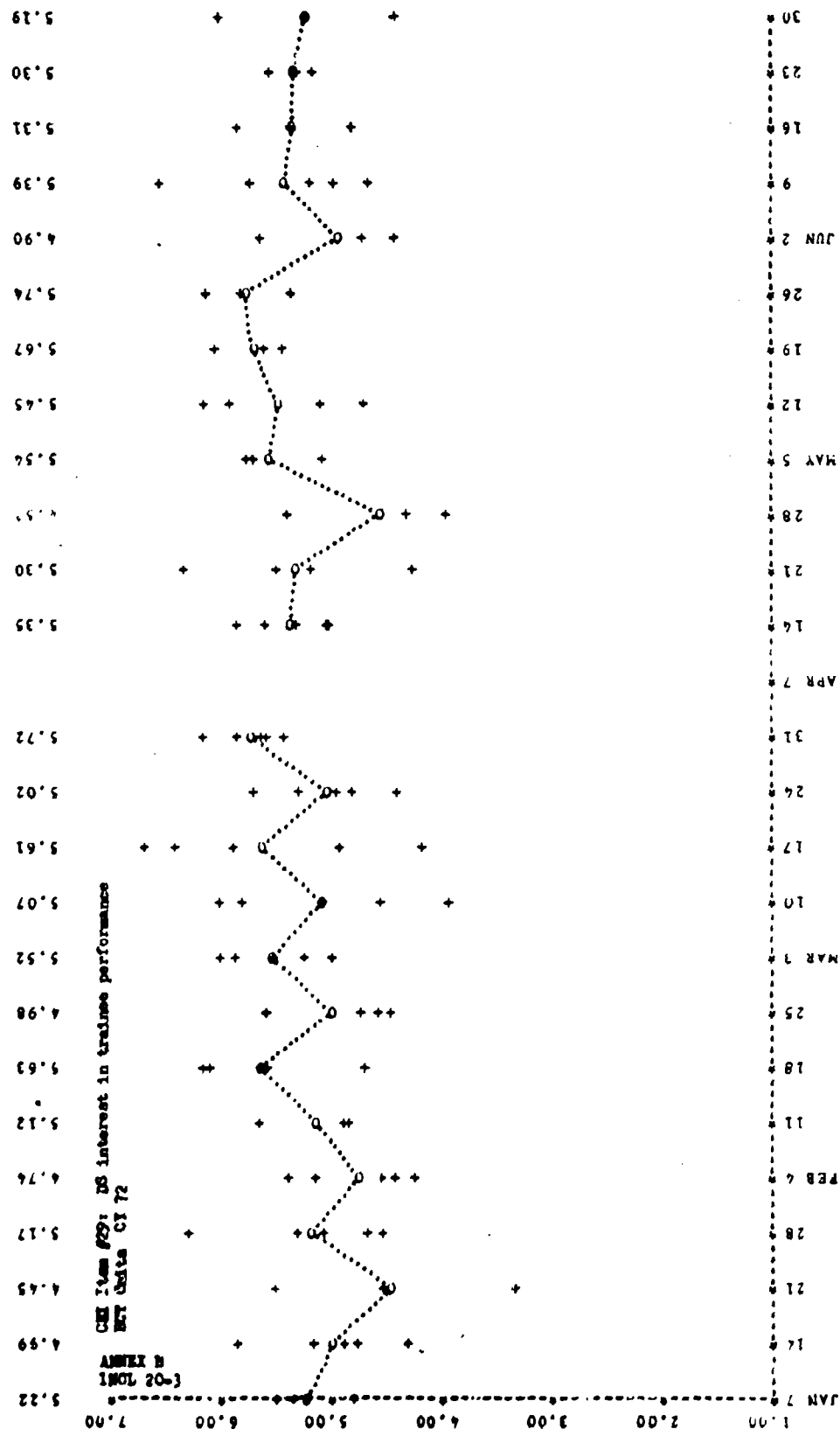
ANNEX B, INCL 19-2

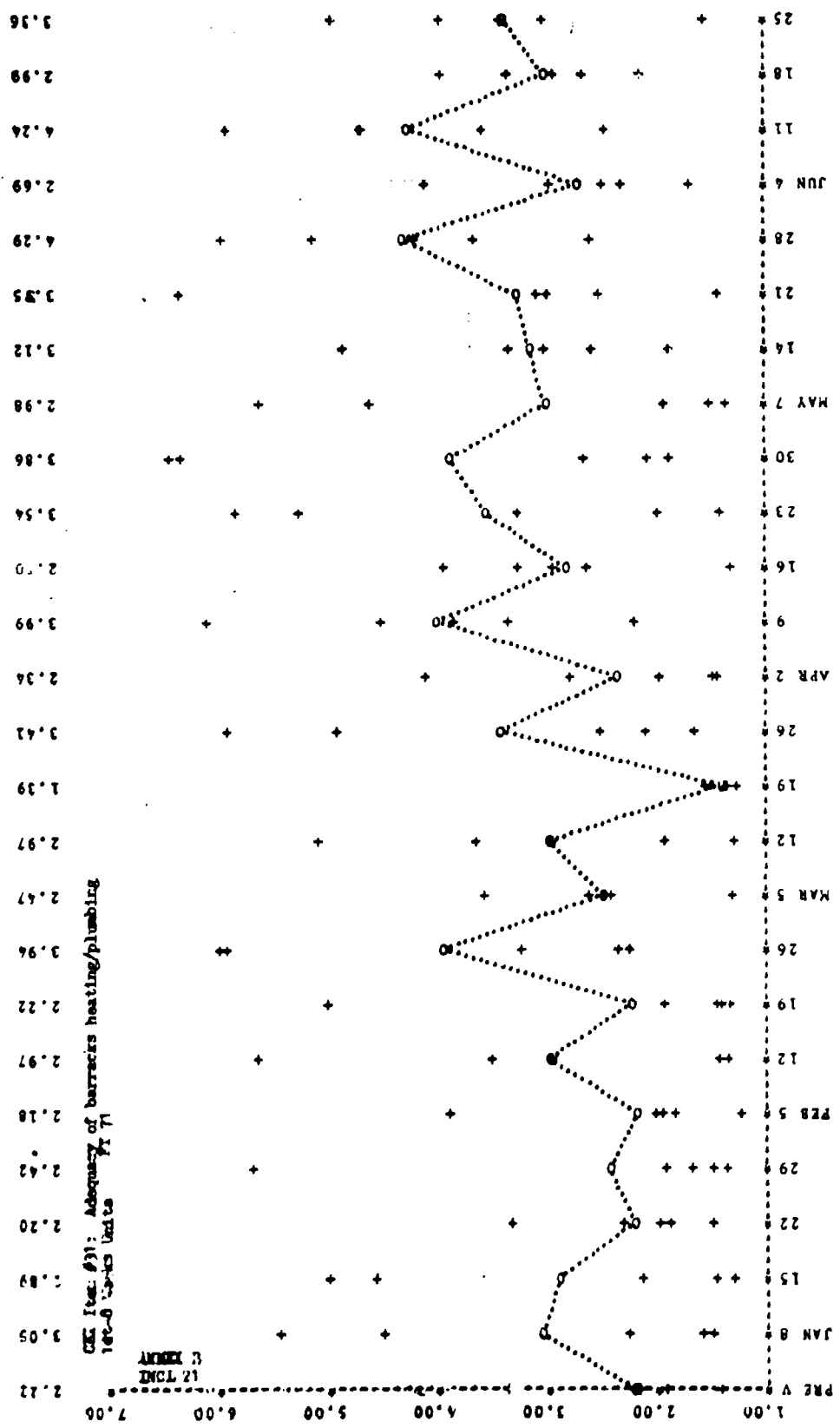










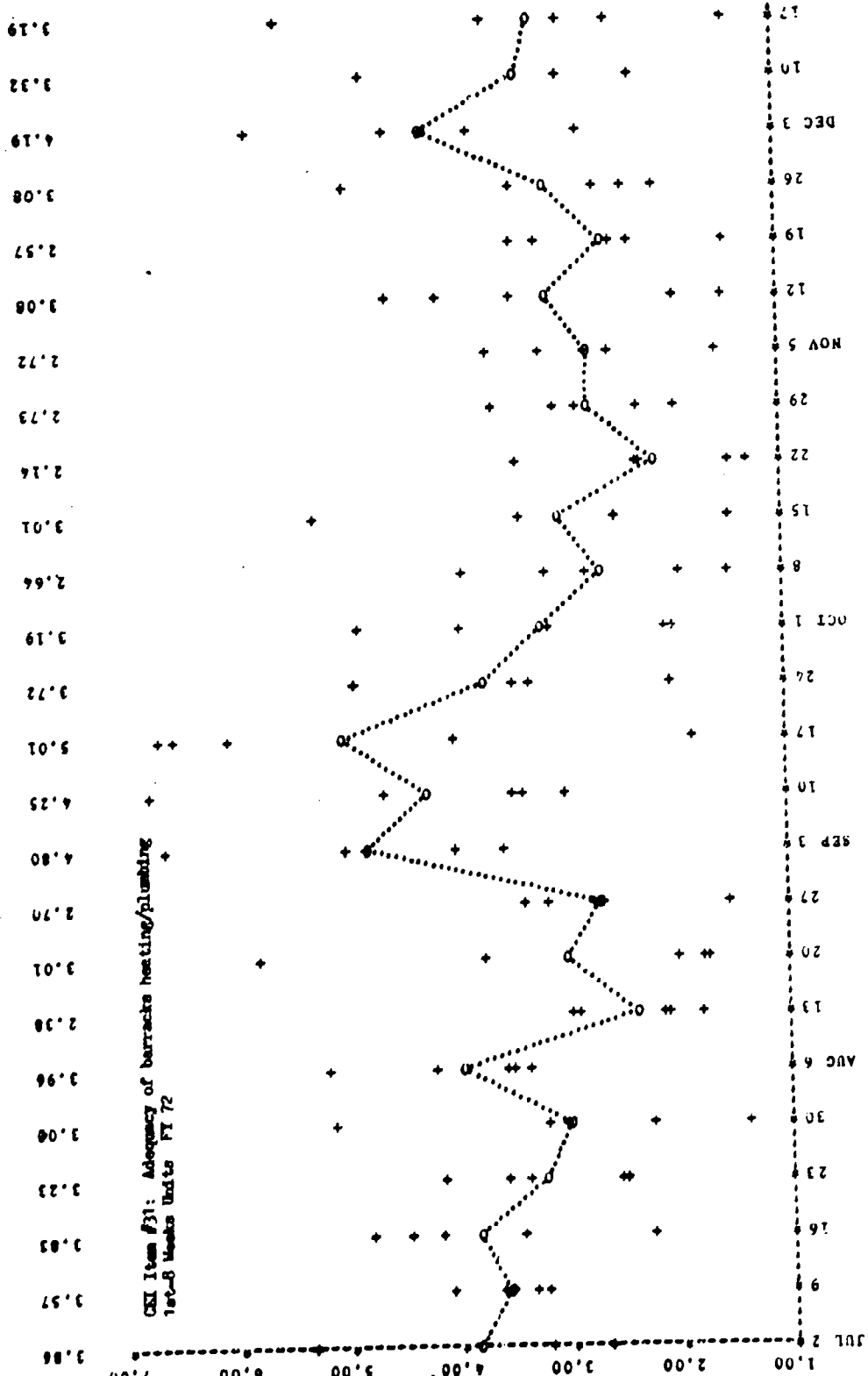


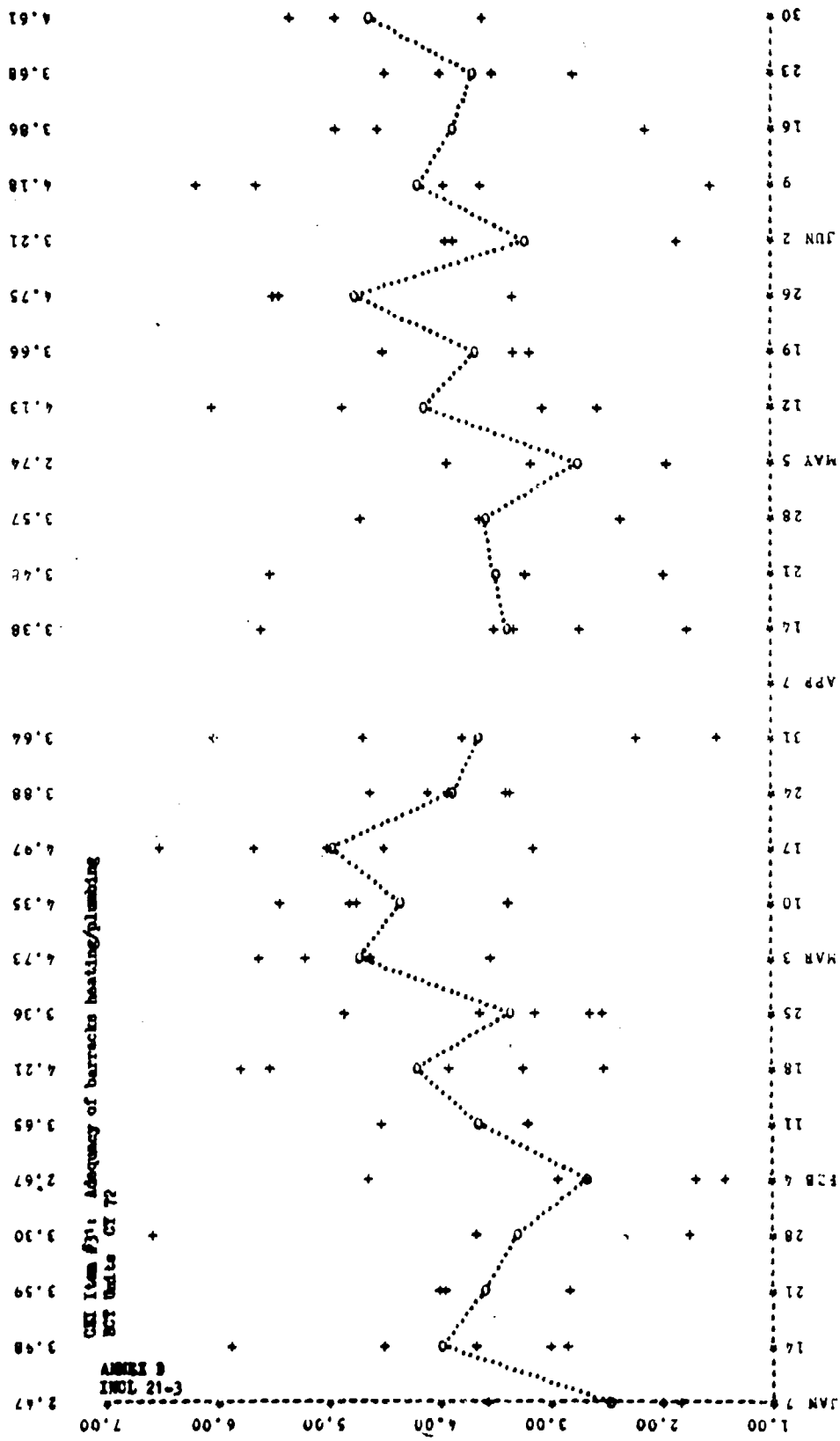
ANNEX 2
INCL 21

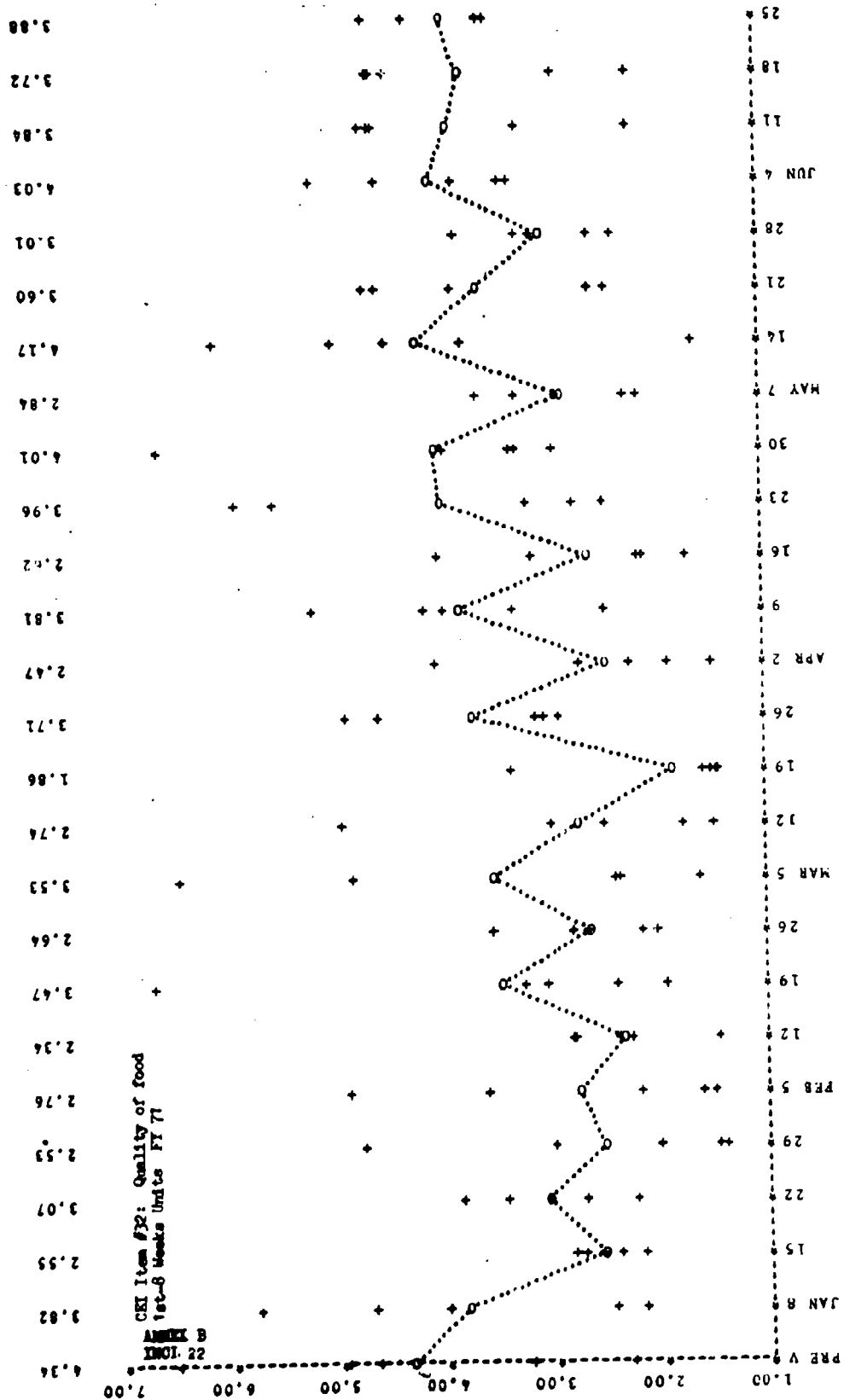
2-12 INCL 2-2

INDEX

CHI Item #31: Adequacy of barracks heating/plumbing
1st-8 Weeks Units FY 72

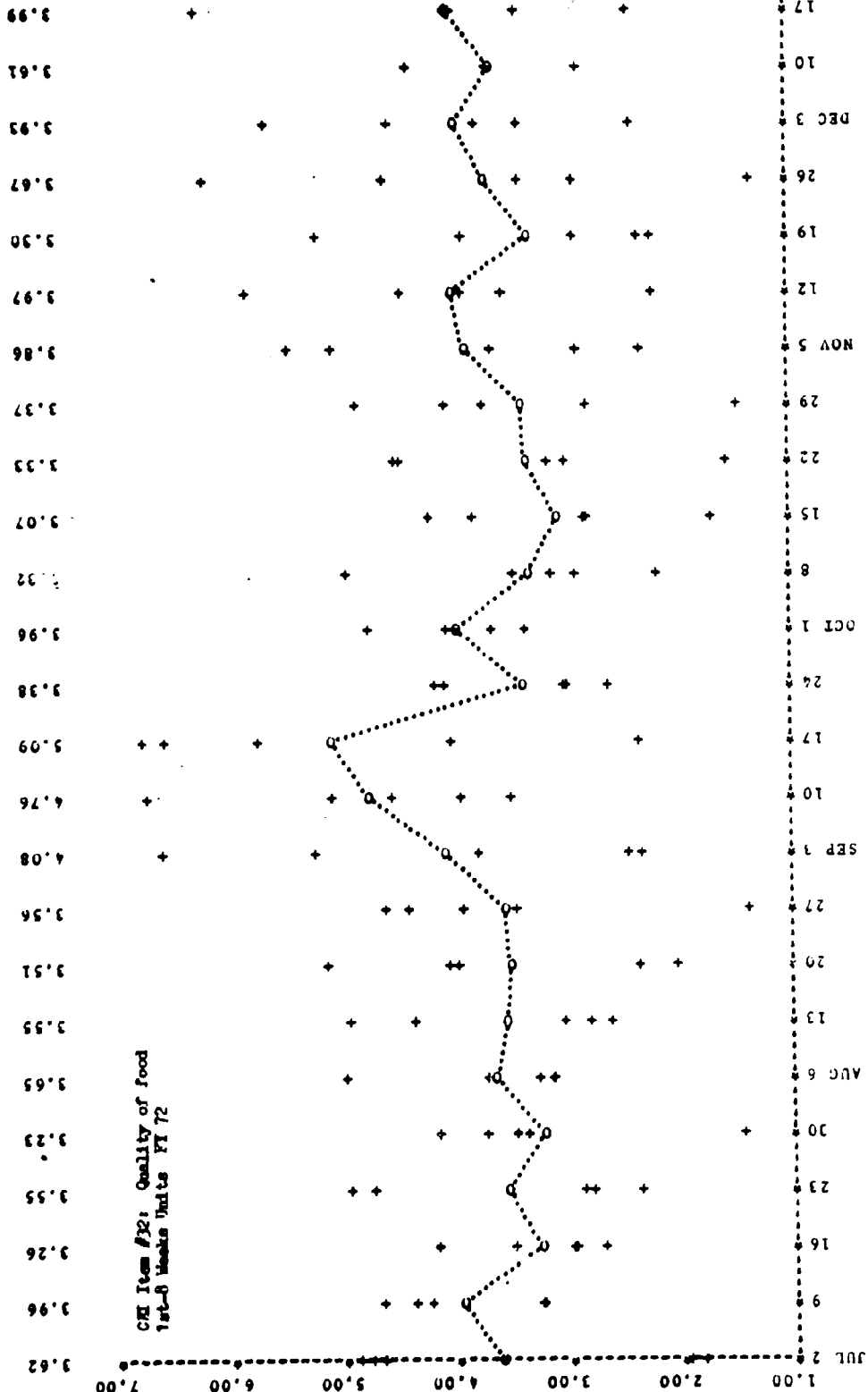


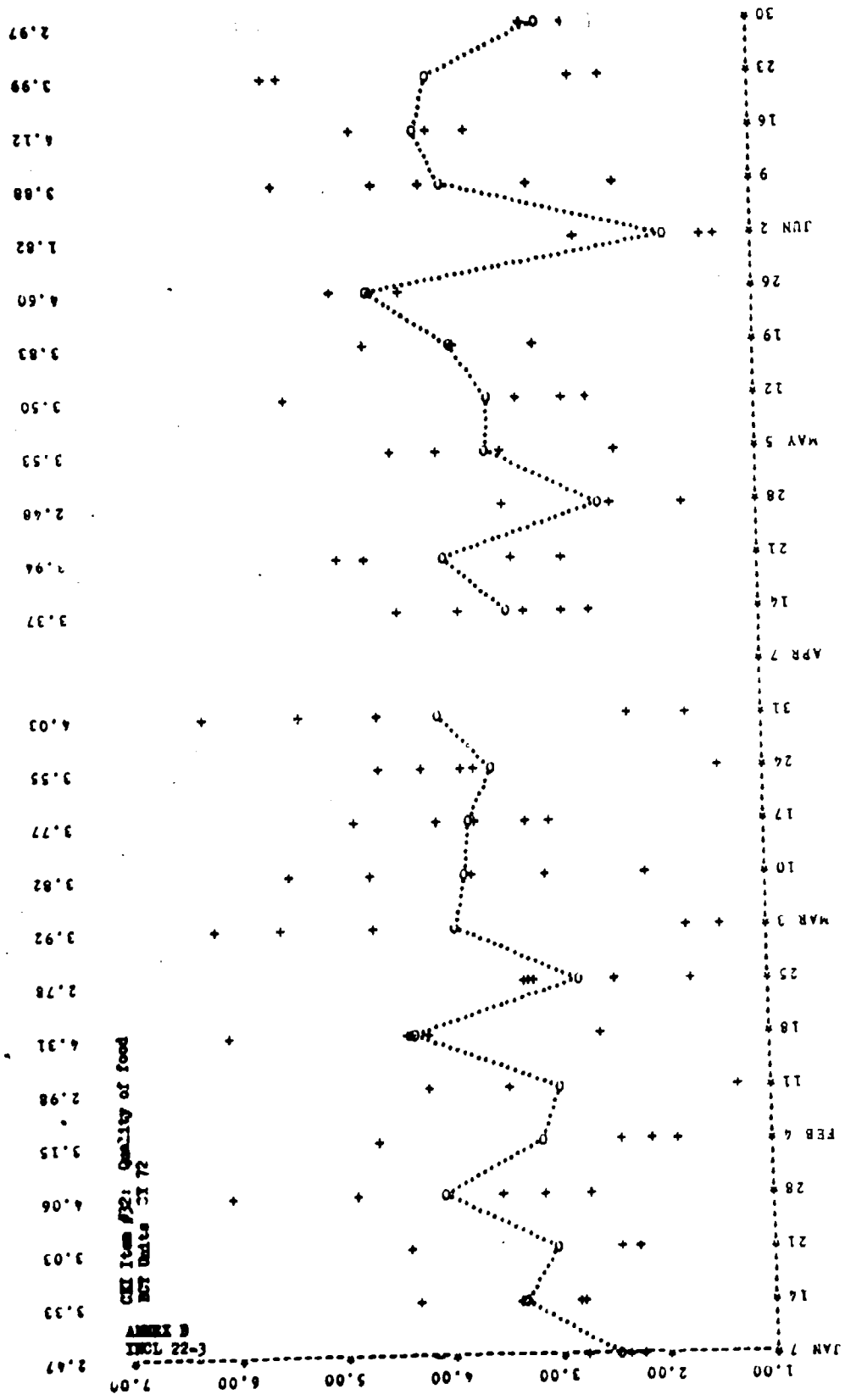




22-2 DEC 22-2

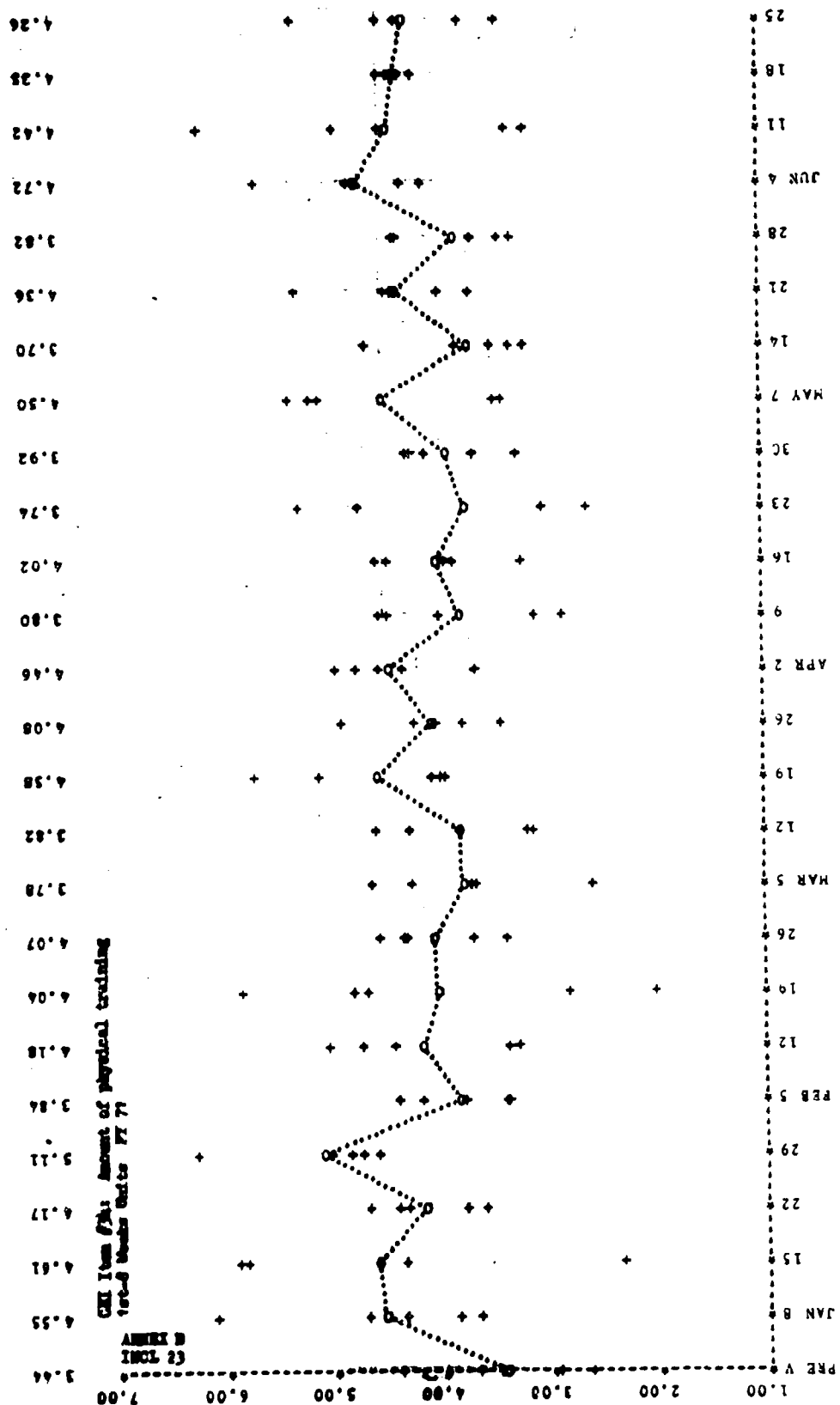
CH Item #22: Quality of food
1st-8 weeks Units FY 72

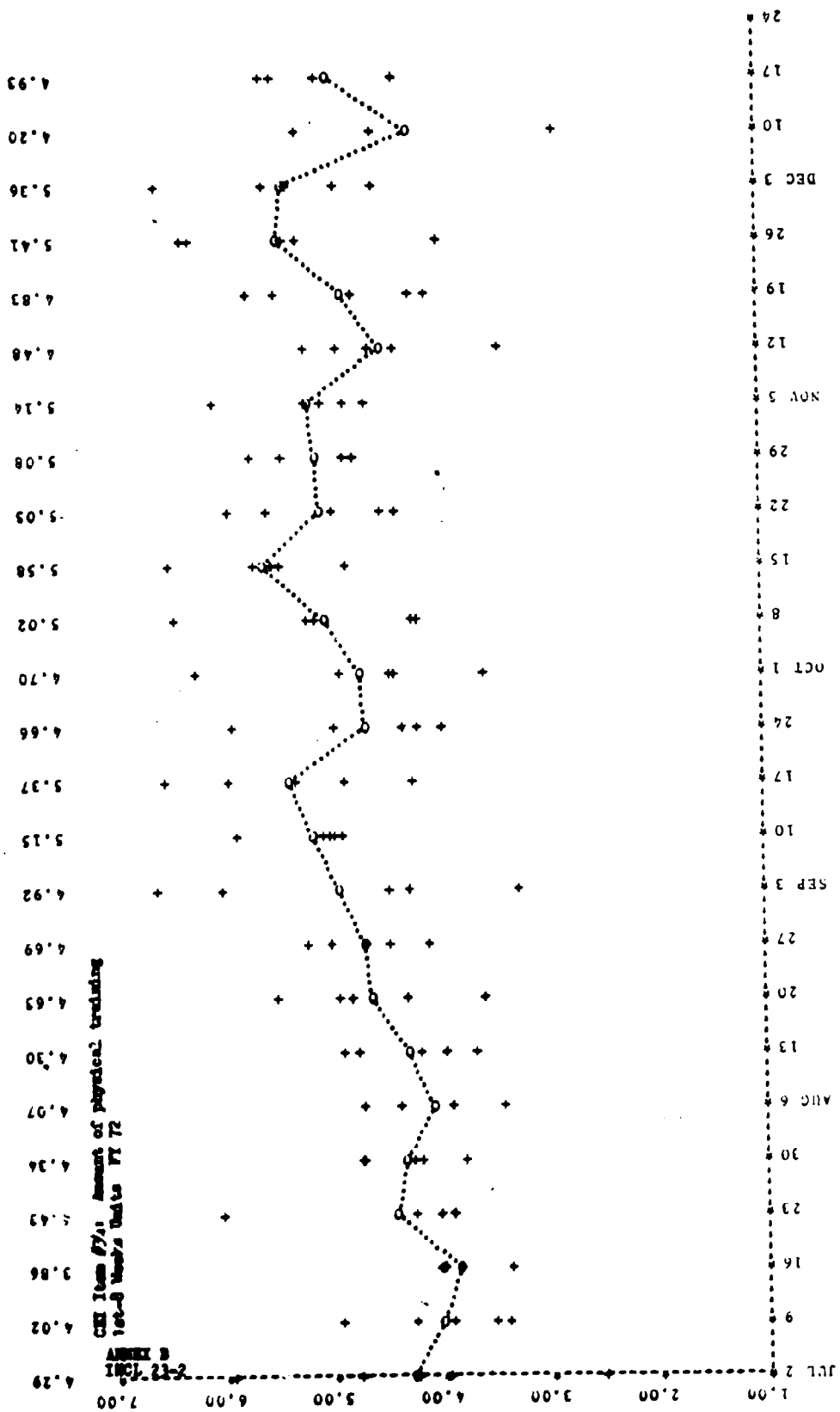




CII Item #2: Quality of food
 MET Units 51.72

JAN 22-3
 6-22-3





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4.57
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3.35
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4.81

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5.21
4.97
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5.64
5.78
5.57
5.14
5.58

CEI Item #34: Amount of physical training
ECT Units CY 72

ANNEX B
INCL 23-3

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6.00

5.00

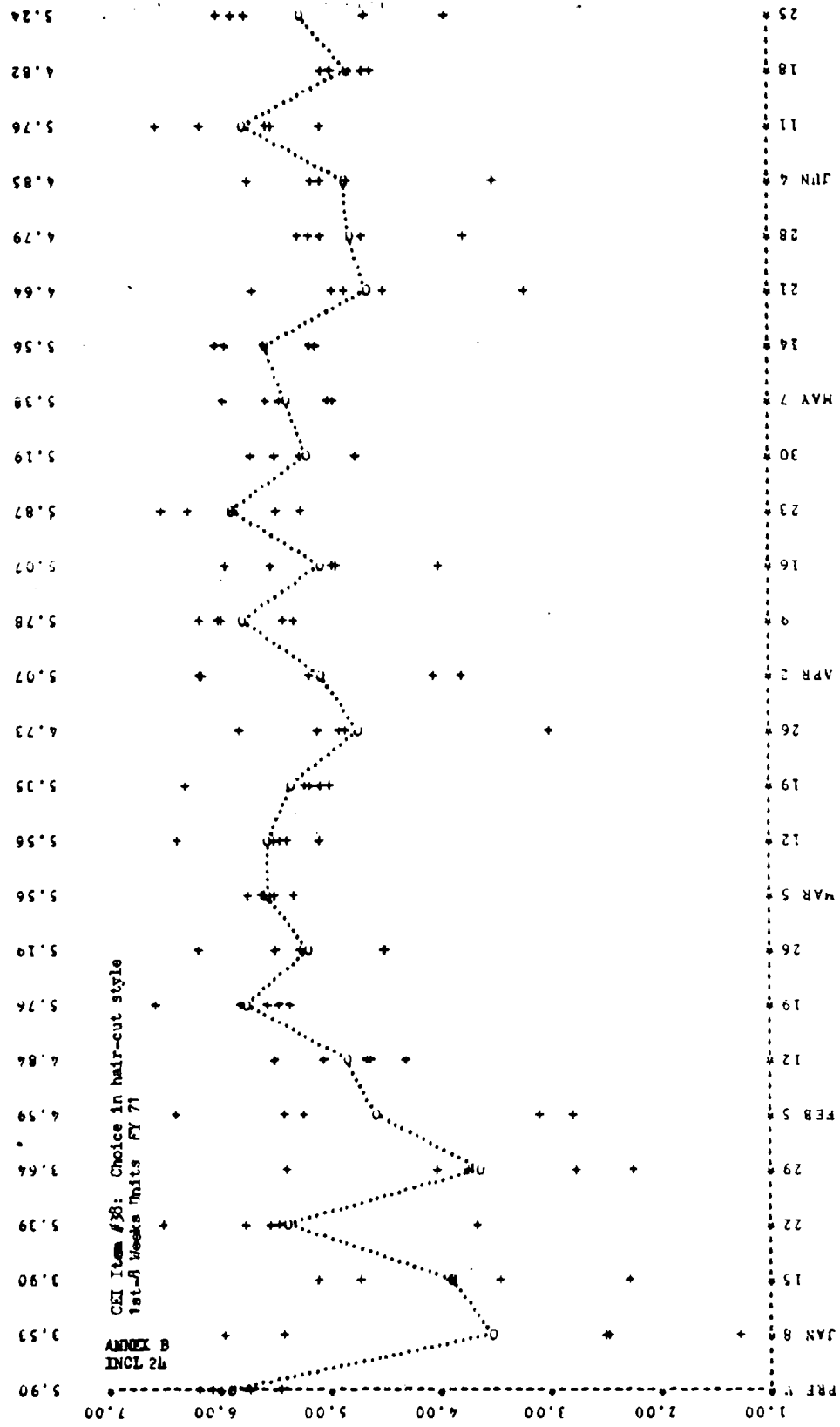
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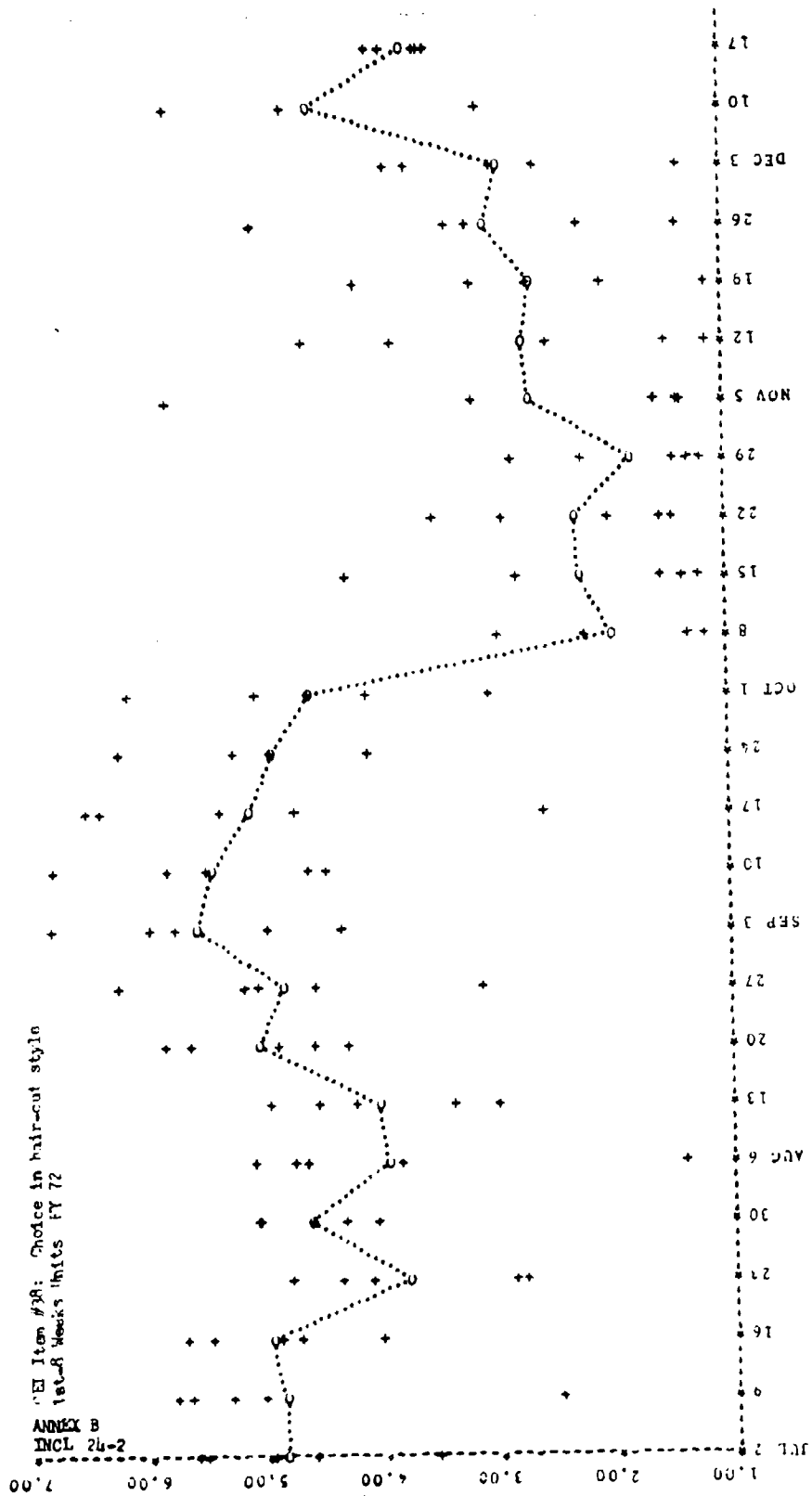
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MAR 3
APR 7
MAY 5
JUN 2
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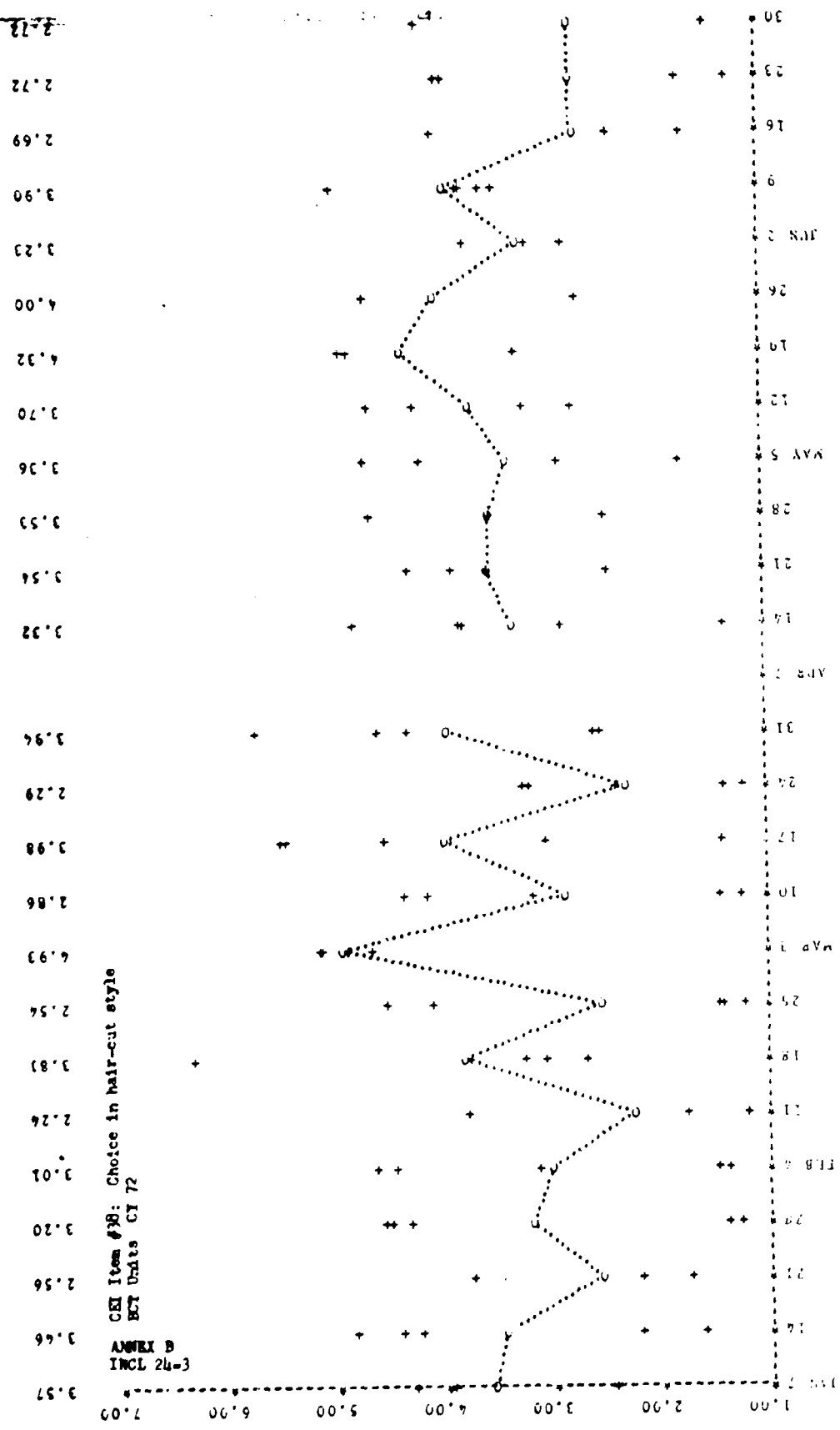


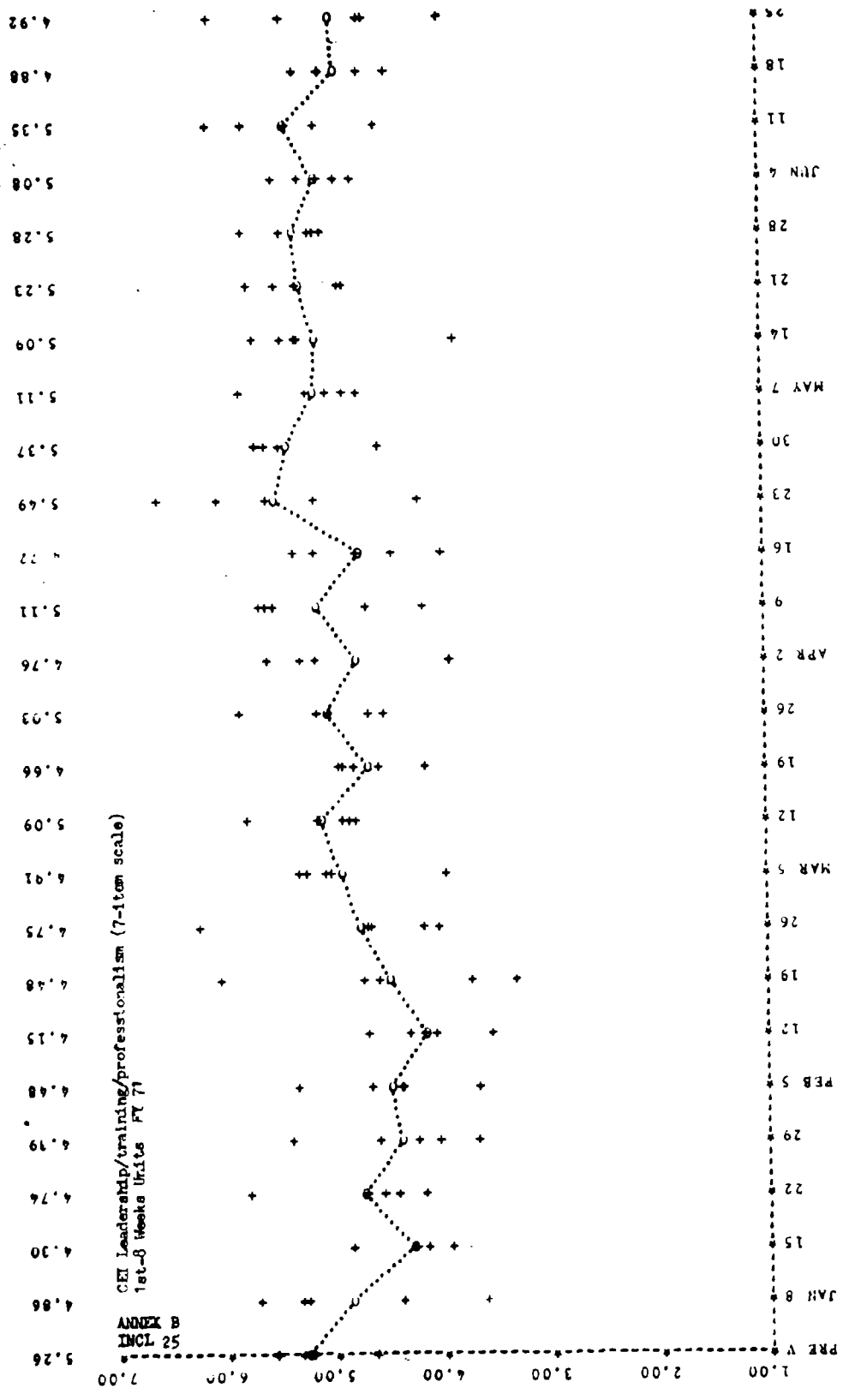
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 4.86
 4.80

"El Item #38: Choice in haircut style
 1st-8 Weeks Units FY 72
 ANNEX B
 INCL 24-2



CEI Item #38: Choice in hair-cut style
 EC7 Units CI 72
 ANNEX B
 INCL 24-3





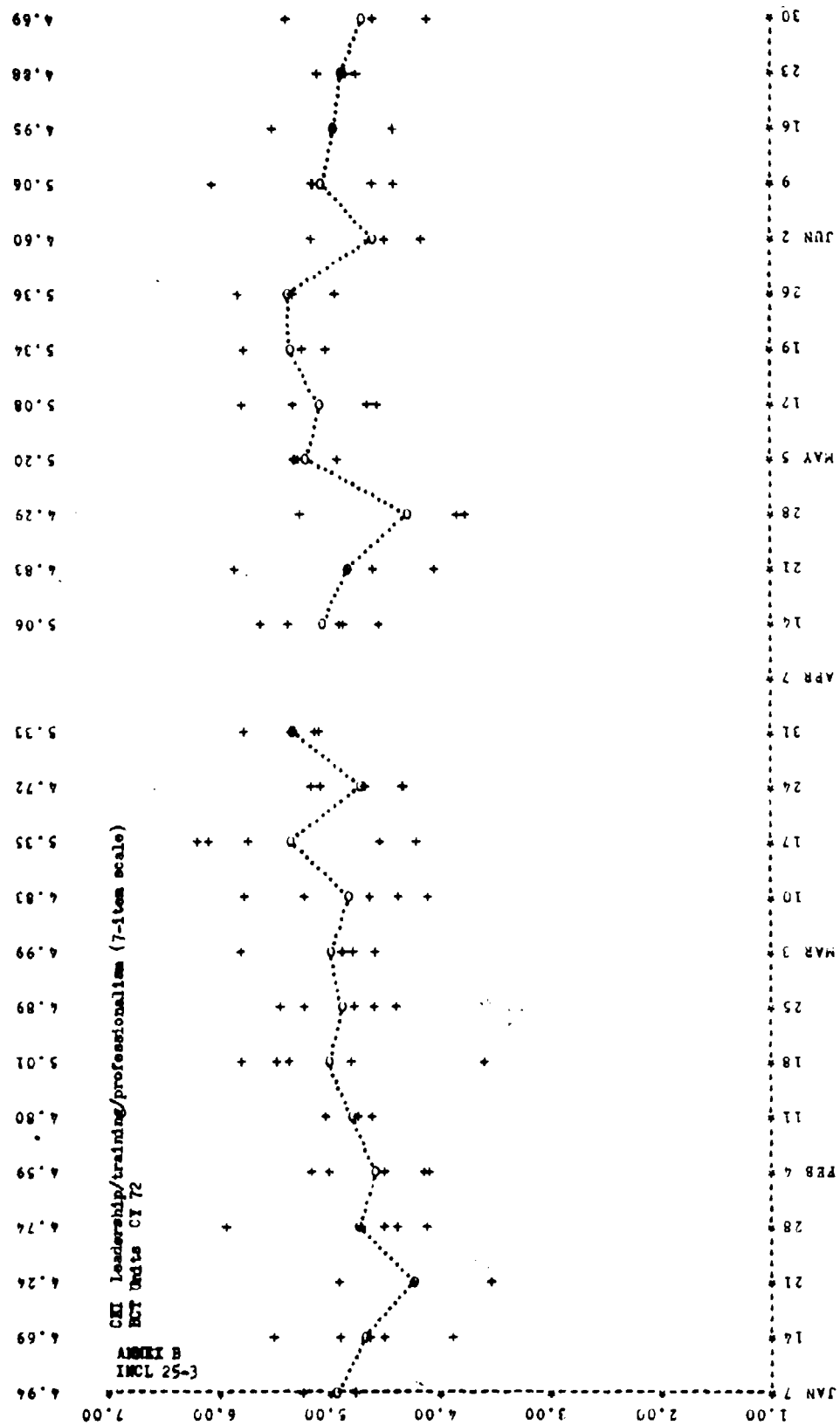
ANNEX B, ENCL 25-2

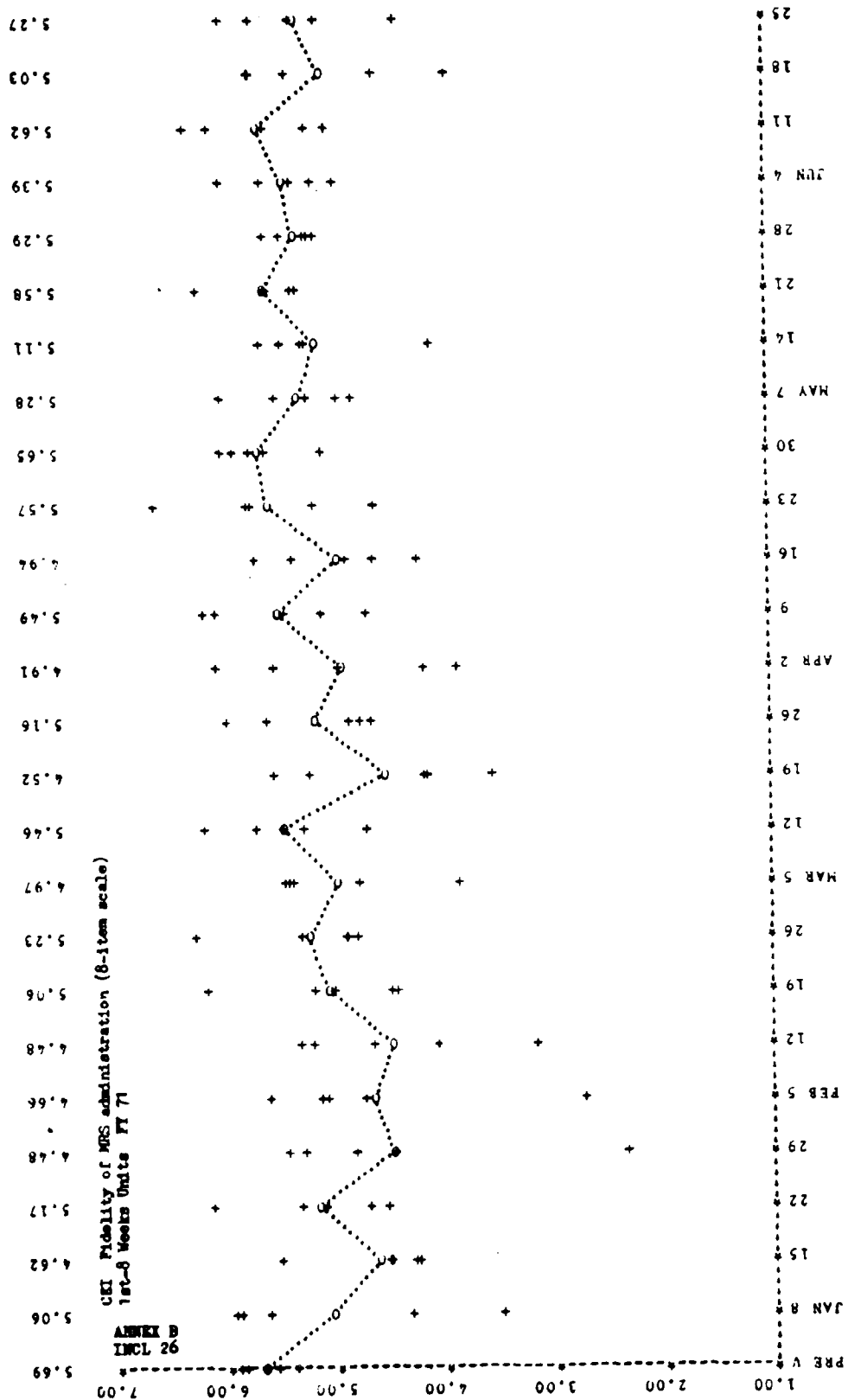
CBI Leadership/Training/Professionalism (7-item scale)
181-6 Weeks Units FY 72

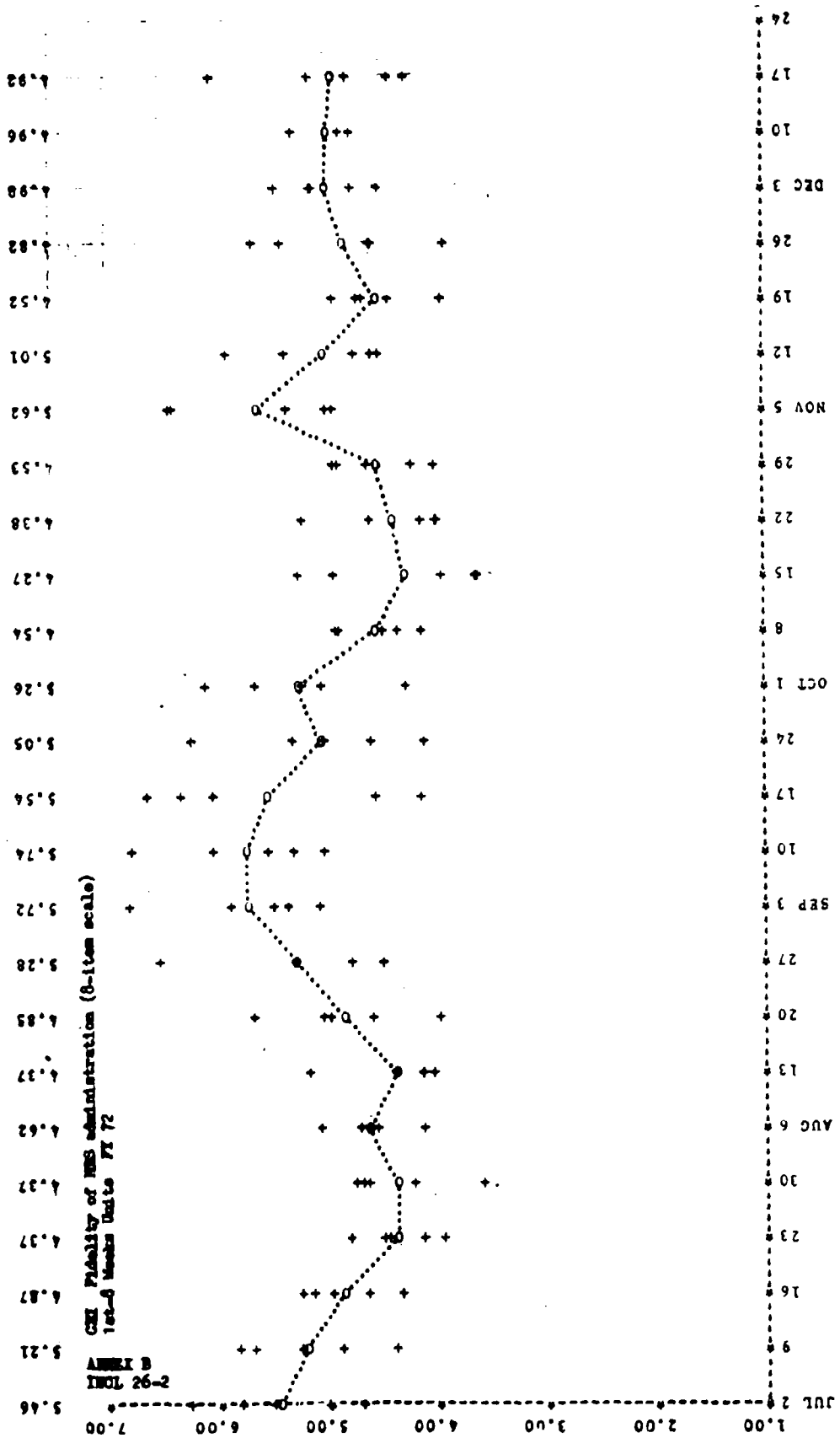
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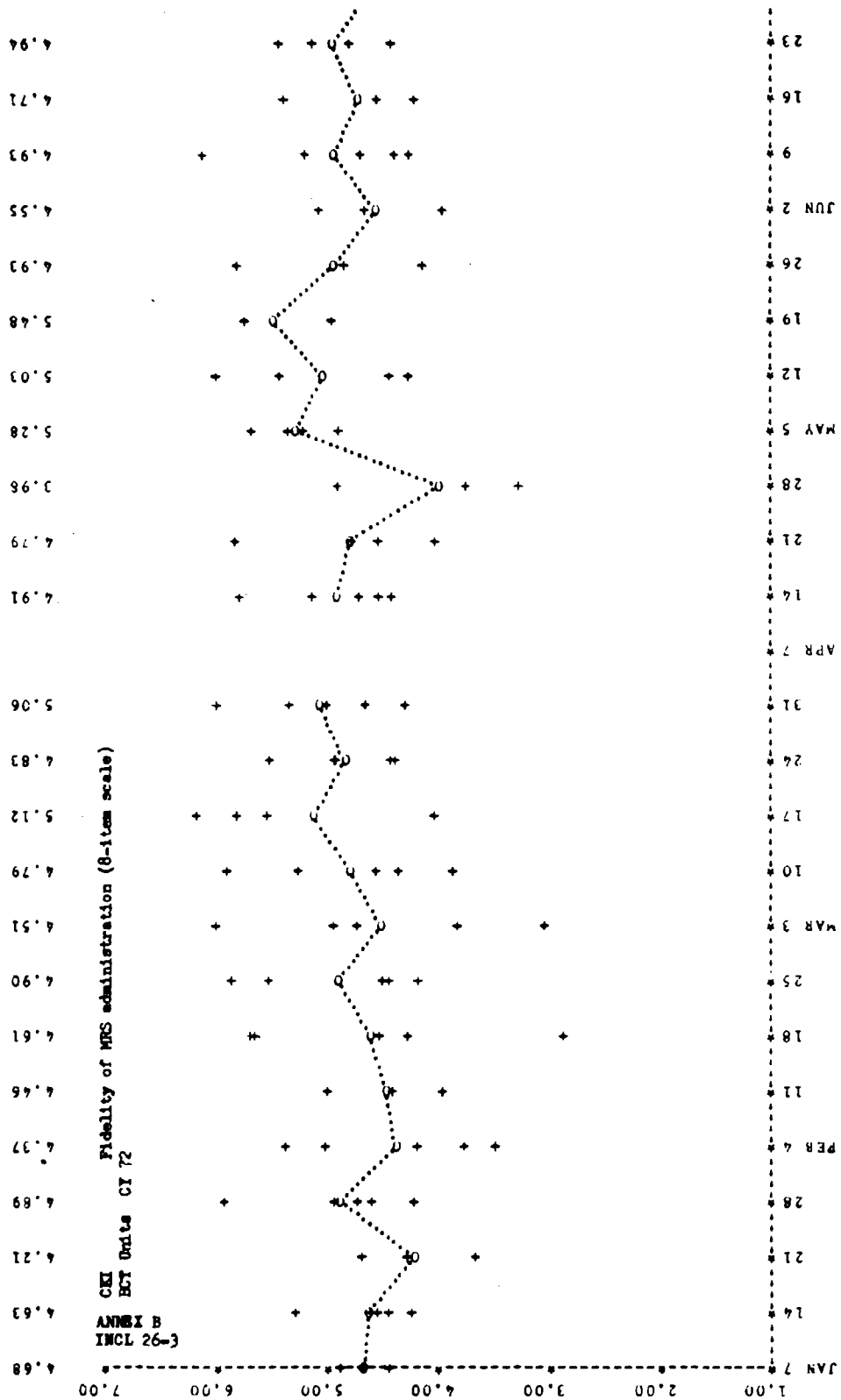
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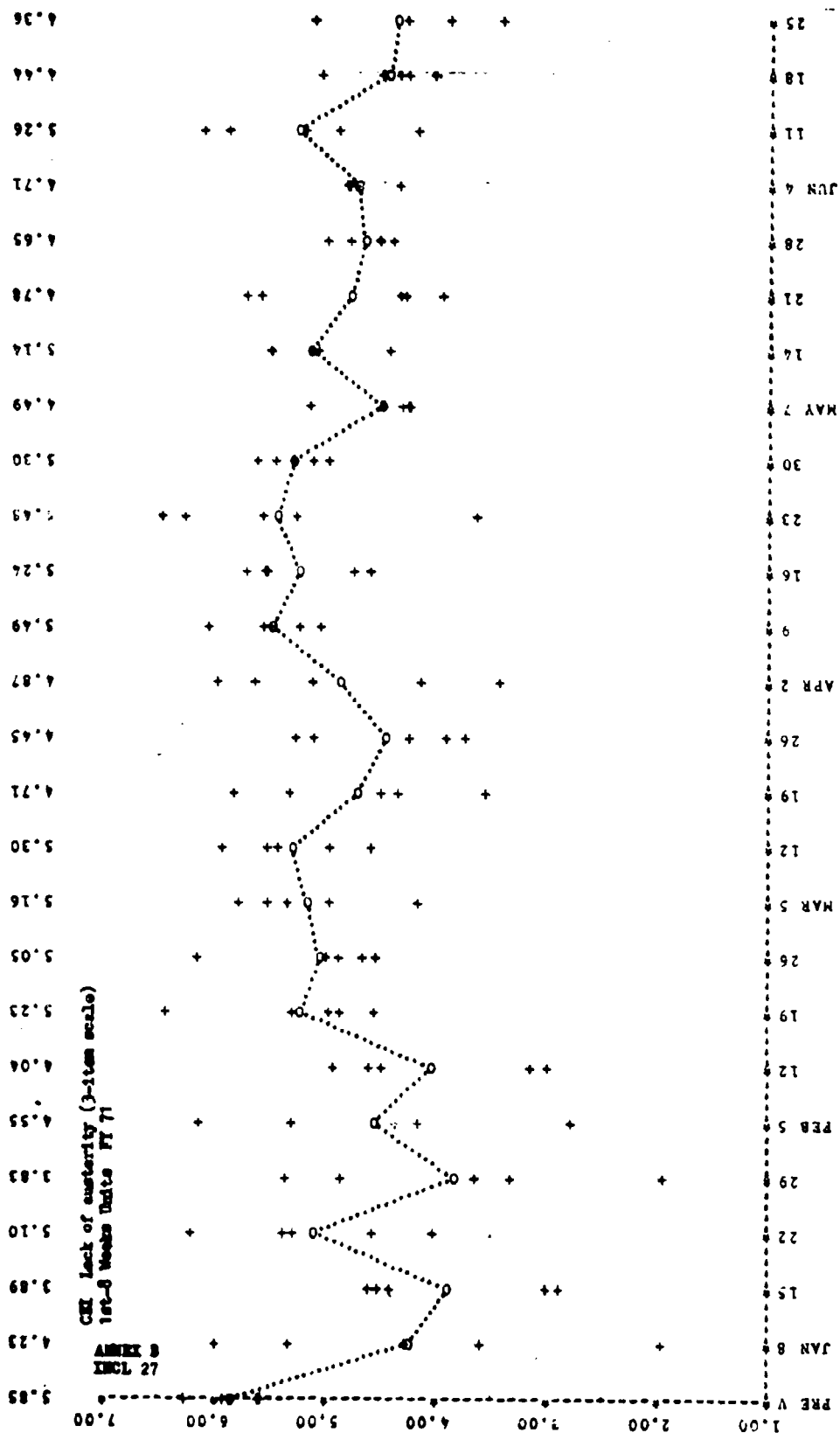
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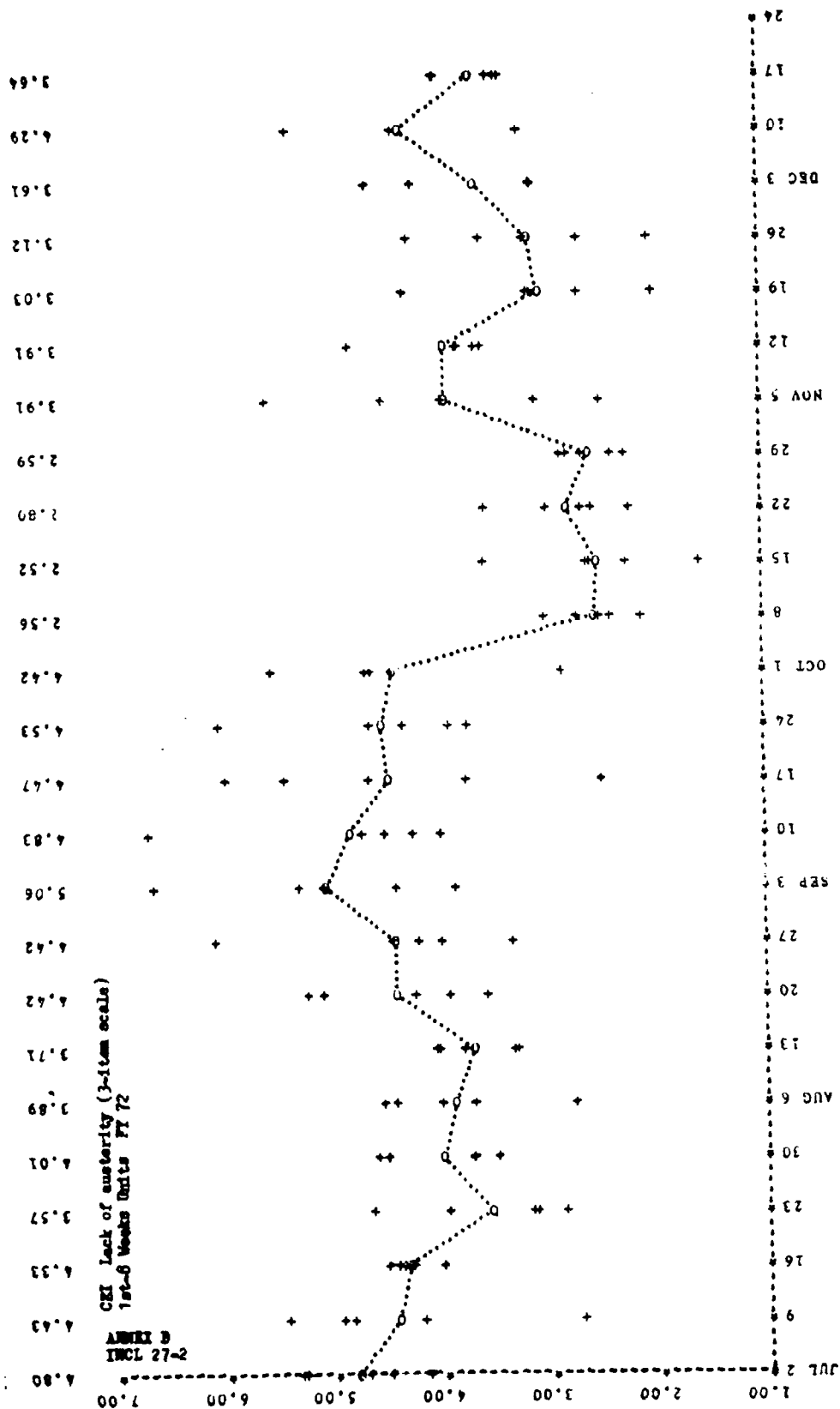












COMPARISON BETWEEN SLPP AND NON-SLPP TRAINEES FROM
TEN CYCLES (37 COMPANIES) ON SELECTED CEI INDICATORS

<u>ITEM #</u>	<u>ITEM CONTENT</u>	<u>CEI RATING</u>		
		<u>SLPP</u>	<u>NON-SLPP</u>	<u>DIFF</u>
25	Quality of training/instruction	5.63	5.66	-.03
34	Amount of physical conditioning	4.05	4.58	-.53
59	Leadership/training/professionalism	5.09	4.99	.10
61	(Lack of) austerity	3.40	3.30	.10
62	Attitude	5.41	5.29	.12
66	Reenlistment intention	3.18	3.16	.02

ANNEX C (Trainee Attrition) to Fort Ord Final Project VOLAR Evaluation

1. PURPOSE: To present data on trainee attrition for the 18-month period in which Project VOLAR was in effect at Fort Ord.

2. METHOD:

a. Trainee attrition is defined as failure to complete training with the originating cycle. Therefore, attrition counts do not represent absolute losses from the training system; instead, they represent graduation delays and absolute losses.

b. Attrition is classified as "chargeable" and "unchargeable". The kinds of attrition falling into the chargeable category lie more within the domain of unit commander control than the unchargeable losses. (See Incl 1, which is a statement of attrition classification.)

c. Attrition data were gathered from end-of-cycle reports (Incl 2) prepared by the company and monitored by battalion and brigade headquarters.

d. Counts of absent without leave (AWOL) and dropped from the rolls (DFR) have been broken out for particular study. To be counted as an AWOL the trainees' unauthorized absence must have been of such a nature or duration that it caused him to fail to graduate with his originating cycle.

e. Also presented is a separate breakout of medical and administrative separations (either pending or accomplished) within the unchargeable category. Medical and administrative separations, of course, do reflect absolute losses from the training system.

3. RESULTS:

a. Inclosure 3 is the attrition data on 1st-8 weeks units by calendar week for FY 71. "Base" is the strength figure upon which all of the column percentages are calculated. Inclosure 4 presents the attrition data on 1st-8 weeks units from Jul 71 through Dec 71. Inclosure 5 is the attrition data on BCT units from Jan 72 through Jun 72. The table at Inclosure 6 summarizes the BCT trainee attrition data for the entire 18-month VOLAR period.

b. Inclosure 7 is the attrition data on 2d-8 weeks units by calendar week for FY 71. "Strength" is the strength figure upon which all of the column percentages are calculated. Inclosure 8 presents the attrition data on 2d-8 weeks units from Jul 71 through Dec 71. Inclosure 9 is the attrition data on AIT units from Jan 72 through Jun 72. Inclosure 10, 11, 12, present

AWOL/DFR rates for the same time periods. Finally, Inclosure 13 summarizes the AIT trainee attrition data for the entire 18-month VOLAR period.

Inclosures:

- 1 - Attrition Classification
- 2 - End-of-Cycle Report
- 3 - BCT Attrition Jan 71 - Jun 71
- 4 - BCT Attrition Jul 71 - Dec 71
- 5 - BCT Attrition Jan 72 - Jun 72
- 6 - BCT Attrition During Entirety of Project VOLAR
- 7 - AIT Attrition Jan 71 - Jun 71
- 8 - AIT Attrition Jul 71 - Dec 71
- 9 - AIT Attrition Jan 72 - Jun 72
- 10 - AIT AWOL/DFR Jan 71 - Jun 71
- 11 - AIT AWOL/DFR Jul 71 - Dec 71
- 12 - AIT AWOL/DFR Jan 72 - Jun 72
- 13 - AIT Attrition During Entirety of Project VOLAR

ATTRITION CLASSIFICATION

Unchargeable Loss

Medical Separation (except
non-EPTS training injury)
Admin Separation or "Hold"
AR 635-212
Hardship, Minority, Depen'cy
Erroneous induction
Fraudulent entry
Civil record prior to EAD
1-O or 1-A-O
Recycle Drop
Hospitalization (except
training injury)
Emergency leave
Special Training Company
Inverted Training
Other: _____

Chargeable Loss

Medical Separation due to
non-EPTS training injury
Admin Separation or "Hold"
Civil record after EAD
CM
Confinement
Recycle Drop
Training injury
Confinement
AWOL
Training failure
Absenteeism
DFR
AWOL at end of cycle
AWOL after graduation
Other: _____

ANNEX C
INCL 1

DISPOSITION FORM

(AM 340-15)

REFERENCE OR OFFICE SYMBOL

SUBJECT

End of Cycle Personnel Status Report, Reports Control
Symbol AMNOR-C-24

THRU: Bn, BCT Bde FROM CO, Co, Bn DATE CMT 1
BCT Bde

TO: CO, USARV Inf & Ft Ord
ATTN: DPT

1. Unit reporting: . Date completed training:

2. Personnel Status: 8th Week 16th Week

a. Original Fill

b. Gains during cycle

c. Base strength (a + b)

d. Completed training

e. Attrition (c - d)

3. Promotion Status, end of 8th week:

a. Number eligible for promotion to E-2 (top 35% of E-1 graduates)

b. Number of merits required for consideration for promotion

c. Number promoted to E-2

d. Number of E-2's with required merits

e. Number promoted to E-3

f. Number recommended for future promotion

4. Promotion status, end of 16th week:

9th Week Fill By Grade

Grade On Completion Of 16th Week

E-1

E-1

E-2

E-3

E-4

E-2

E-3

E-4

TOTAL

ANNEX B C
INCL 2

2-1

DA FORM 2496

REPLACES FORM 2496, EXISTING EDITIONS OBSOLETE. THIS FORM IS OBSOLETE UNTIL 1 FEB 99 USE THE BOOTH IN PARENTHESIS.

SUBJECT: End of Cycle Personnel Status Report, Reports Control Symbol AMNOR-C-24

b. MOS status, end of 16th Week:

<u>MOS</u>	<u>NUMBER OF SOLDIERS</u>
11B	_____
Mech Infantry	_____
11C	_____

5. List all attrition in 2c, above, by name with a detailed explanation of why the individual did not complete training. Medical separations and hospitalizations are chargeable losses if the explanation does not indicate that the cause was other than a training incurred injury.

ANNEX C
INCL 2-2

-2-

ANNEX C
ENCL 3

1ST-8 WEEKS TRAINEES

		PROJECT VOLAR				PORT ORD FY 71							
		ADMINISTRATIVE		AMOL/DFP		UNCHARGEABLE		CHARGEABLE		TOTAL			
DATE	BASE	MEDICAL											
PRE VOLAR	920	24	2.608	6	.652	2	.217	49	5.326	6	.652	55	5.978
JAN	1021	32	3.134	4	.391	8	.782	70	6.856	20	1.958	90	8.814
15	1124	23	2.086	8	.711	15	1.334	53	4.715	46	4.092	99	8.807
22	664	9	1.355	3	.451	6	.903	32	4.819	25	3.765	57	8.584
29	1102	32	2.903	11	.998	5	.453	51	4.627	31	2.813	82	7.441
FEB	865	19	2.196	14	1.618	16	1.849	52	6.011	48	5.549	100	11.560
12	982	27	2.749	9	.916	12	1.221	58	5.906	41	4.175	99	10.081
19	1079	27	2.502	16	1.482	28	2.594	75	6.950	82	7.599	157	14.550
26	1048	32	3.053	7	.667	14	1.335	75	7.156	48	4.580	123	11.736
MAR	915	17	2.078	3	.366	12	1.466	26	3.178	20	3.667	56	6.845
12	888	16	2.217	6	.742	6	1.742	47	5.816	43	5.321	90	11.138
19	820	18	2.175	16	1.951	16	1.951	47	5.731	49	5.975	96	11.707
26	818	18	2.200	13	1.589	15	1.833	51	6.234	39	4.767	90	11.002
APR	831	26	3.128	12	2.045	15	1.805	57	6.859	48	5.776	105	12.635
9	815	24	2.944	12	2.085	16	1.963	51	6.257	36	4.417	87	10.674
16	810	13	1.604	10	1.234	9	1.111	37	4.567	24	2.962	61	7.530
23	828	28	2.322	12	1.431	18	2.147	59	7.040	30	3.528	89	10.620
30	820	24	2.857	12	1.428	8	.952	57	6.785	23	2.738	80	9.523
MAY	845	28	3.478	6	.745	14	1.739	54	6.708	18	2.276	72	8.944
16	848	26	3.178	12	2.078	15	1.833	66	8.068	30	3.667	96	11.735
21	834	24	2.076	14	1.678	11	1.319	62	7.434	31	3.717	93	11.151
28	826	24	2.870	8	.956	5	.598	69	8.253	11	1.315	80	9.569
JUN	845	40	4.790	18	2.155	19	2.275	91	10.898	38	4.550	129	15.449
12	842	41	5.112	11	1.371	8	.897	101	12.593	23	2.367	124	15.461
18	846	40	4.728	11	1.300	17	2.000	68	8.937	27	3.131	95	11.729
25	837	18	2.150	15	1.792	14	1.672	48	5.734	35	4.181	83	9.916
TOT FY 71	21896	646	2.954	278	1.274	322	1.474	1157	6.654	876	4.004	2333	10.654

NOT-8 WEEKS TRAINING

PROJECT VOLAR											FORT OPD FY 72			
		ADMINISTRATIVE		ANOL/DPR		UNCHARGEABLE		CHARGEABLE		TOTAL				
DATE	RASE	MEDICAL	ADVISORIAL	ADMINISTRATIVE	ANOL/DPR	UNCHARGEABLE	CHARGEABLE	TOTAL						
JUL	2 9 16 23 30	827 808 819 839 832	4,111 4,702 4,029 3,375 2,644	5 21 11 10 19	604 2,599 1,343 1,191 2,283	18 14 28 22 20	2,176 1,732 3,418 2,622 2,493	66 94 60 70 67	7,980 11,633 7,326 8,363 8,052	39 16 30 29 53	4,715 4,980 4,761 3,456 6,330	105 110 99 99 120	12,696 13,613 12,087 11,799 14,423	
AUG	6 13 20 27	850 834 842 828	2,941 2,398 1,950 2,777	6 21 20 9	705 2,517 2,375 1,086	37 23 15 26	4,352 2,757 1,781 3,140	70 60 73 50	8,235 7,194 5,225 6,038	55 48 55 48	6,470 5,715 5,225 5,797	125 108 117 98	14,705 12,949 11,895 11,835	
SEP	3 10 17 24	846 837 814 841	2,127 1,553 2,311 2,259	10 13 14 6	1,182 1,553 1,719 713	10 15 16 17	1,182 1,792 1,965 2,021	42 48 50 45	4,964 5,734 6,142 5,350	54 45 26 50	6,382 5,736 3,194 5,945	96 93 76 95	11,347 9,311 9,336 11,296	
OCT	1 8 15 22 29	832 839 834 858 726	2,804 3,337 3,234 1,975 2,066	11 6 10 7 11	1,322 715 1,347 1,063 1,515	6 16 21 13 17	721 1,907 2,830 3,191 2,341	67 63 47 52 52	8,052 7,508 6,738 7,902 7,162	26 40 50 74 58	3,125 4,767 6,738 5,167 7,988	93 103 97 86 110	11,177 12,276 13,072 13,069 15,151	
NOV	5 12 19 26	823 723 806 739	1,622 1,521 2,109 2,165	9 5 18 18	1,093 1,106 2,233 2,435	18 15 15 6	2,187 1,244 1,861 811	48 41 71 64	5,832 5,670 8,684 8,660	50 32 38 20	6,075 4,426 5,965 2,706	98 73 118 84	11,907 10,096 14,640 11,366	
DEC	3 10 17	812 510 722	1,231 1,372 3,047	9 6 10	1,108 1,176 1,385	9 7 5	1,108 1,372 692	47 29 58	5,788 5,686 8,033	17 16 17	2,093 3,127 2,354	64 45 75	7,881 8,823 10,387	
TOT FY 72	157	89	2,59%	288	1,46%	411	2,08%	1433	7,26%	954	4,83%	2387	12,09%	

ANNEX C
Incl 5

ATTRITION DATA: RCT CY 1972

DATE	BASE	MEDICAL	ADMINISTRATIVE	ANOL/DFP	UNCHARGEABLE	CHARGEABLE	TOTAL
JAN 7	429	13	24	6	49	28	77
14	816	18	20	17	76	37	113
21	511	6	13	10	34	20	54
28	808	24	16	22	54	43	97
FEB 4	798	31	11	23	60	55	115
11	494	18	16	15	54	24	78
18	840	19	13	18	79	41	120
25	827	22	4	16	55	40	95
MAR 3	1048	42	4	11	67	26	93
10	1053	32	10	12	65	33	98
17	1043	25	8	20	68	35	103
24	852	25	13	15	80	53	133
31	920	25	8	17	60	23	83
APR 14	910	28	14	18	70	38	108
21	779	24	11	17	56	33	89
28	596	21	24	11	52	27	79
MAY 5	799	24	21	20	56	47	103
12	822	24	5	22	49	36	85
19	490	11	20	12	42	29	71
26	522	18	13	9	48	27	75
JUN 2	519	24	8	6	50	26	76
9	1039	40	13	18	85	49	134
16	638	29	7	15	48	38	86
23	708	27	13	15	70	35	105
30	569	20	10	11	53	22	73
TOTAL	18890	580	329	376	1178	865	2343
				1.99%	7.82%	4.58%	12.40%

TRAINEE ATTRITION DATA IN BCT DURING PROJECT VOLAR AT FORT ORD

KIND OF ATTRITION	Jan-Jun 71 N = 21896		Jul-Dec 71 N = 19749		Jan-Jun 72 N = 18890		Jan 71-Jun 72 N = 60535	
Medical separation	646	2.95	511	2.59	580	3.07	1737	2.87
Administrative separation	278	1.27	288	1.46	329	1.74	895	1.48
AMD/DPR	322	1.47	411	2.08	376	1.99	1109	1.83
"Unchargeable"	1457	6.65	1433	7.26	1478	7.82	4368	7.22
"Chargeable"	876	4.00	954	4.83	865	4.58	2695	4.45
Attrition from all causes	2333	10.65	2387	12.09	2343	12.40	7063	11.67

FY 71 ATTRITION RATES BY CALENDAR WEEK FOR 2D-8 WEEKS TRAINING

WEEK	STRENGTH	CHARGEABLE		ATTRITION UNCHARGEABLE		TOTAL	
		#	%	#	%	#	%
30 Apr 71	160	5	3.13	17	10.63	22	13.75
7 May 71	127	3	2.36	9	7.09	12	9.45
14 May 71	273	10	3.66	16	5.86	26	9.52
21 May 71	294	16	5.44	31	10.54	47	15.99
28 May 71	284	5	1.76	31	10.92	36	12.68
4 Jun 71	259	4	1.54	17	6.56	21	8.11
11 Jun 71	274	8	2.92	25	9.12	33	12.04
18 Jun 71	212	3	1.42	1	.47	4	1.89
25 Jun 71	256	10	3.91	13	5.08	23	8.98
TOTAL	2139	64	2.99%	160	7.48%	224	10.47%

ANNEX C
INCL 7

ATTRITION RATES BY CALENDAR TIME FOR 2D-8 WEEKS TRAINING

FY 72

WEEK	STRENGTH	CHARGEABLE		ATTRITION UNCHARGEABLE		TOTAL	
		I	S	I	S	I	S
2 Jul 71	225	13	5.78	23	10.22	36	16.00
9 Jul 71	258	8	3.10	20	7.75	28	10.85
16 Jul 71	258	7	2.71	26	10.08	33	12.79
23 Jul 71	297	12	4.04	24	8.08	36	12.12
30 Jul 71	271	10	3.69	21	7.75	31	11.44
6 Aug 71	214	7	3.27	20	9.35	27	12.62
13 Aug 71	237	8	3.38	21	8.86	29	12.24
20 Aug 71	237	9	3.86	10	4.29	19	8.15
27 Aug 71	266	14	5.26	23	8.65	37	13.91
3 Sep 71	270	12	4.44	53*	19.63	65*	24.07
10 Sep 71	282	15	5.32	19	6.74	34	12.06
17 Sep 71	161	6	3.73	17	10.56	23	14.29
24 Sep 71	279	21	7.53	14	5.02	35	12.54
1 Oct 71	236	7	2.97	16	6.78	23	9.75
8 Oct 71	84	5	5.95	14	16.67	19	22.62
15 Oct 71	283	4	1.41	9	3.18	13	4.59
22 Oct 71	120	7	5.83	6	5.00	13	10.83
29 Oct 71	97	13	13.40	7	7.22	20	20.62
5 Nov 71	134	5	3.73	9	6.72	14	10.45
12 Nov 71	237	7	2.95	8	3.38	15	6.33
19 Nov 71	103	10	9.71	25**	24.27	35**	33.98
26 Nov 71	186	10	5.38	18	9.68	28	15.05
3 Dec 71	164	24	14.63	17	10.37	41	25.00
10 Dec 71	224	5	2.23	18	8.04	23	10.27
17 Dec 71	219	6	2.74	25	11.42	31	14.16
TOTAL	5338	245	4.59	463	8.67	708	13.26

* Includes 30 NO Holdovers

** Includes 15 NO Holdovers

NOTE: Data not available on 5 companies.

ANNEX C
INCL 8

ATTRITION DATA: AIT CY 1972

WEEK	STRENGTH	ATTRITION					
		CHARGEABLE		UNCHARGEABLE		TOTAL	
		#	\$	#	\$	#	\$
7 Jan 72	97	2	2.06	3	3.09	5	5.15
14 Jan 72	166	6	3.61	8	4.82	14	8.43
21 Jan 72	121	7	5.79	8	6.61	15	12.40
28 Jan 72	150	12	8.00	15	10.00	27	18.00
4 Feb 72	142	19	13.38	12	8.45	31	21.83
11 Feb 72	185	15	8.11	21	11.35	36	19.46
18 Feb 72	102	5	4.90	6	5.88	11	10.78
25 Feb 72	137	1	.73	8	5.84	9	6.57
3 Mar 72	73	8	10.96	18	24.66	26	35.62
10 Mar 72	58	2	3.45	3	5.17	5	8.62
17 Mar 72	109	5	4.59	7	6.42	12	11.01
24 Mar 72	147	13	8.84	13	8.84	26	17.69
31 Mar 72	169	14	8.28	15	8.88	29	17.16
10 Apr 72	78	12	15.38	6	7.69	18	23.08
14 Apr 72	156	3	1.92	9	5.77	12	7.69
21 Apr 72	116	4	3.45	15	12.93	19	16.38
28 Apr 72	229	12	5.24	12	5.24	24	10.48
5 May 72	125	8	6.40	14	11.20	22	17.60
12 May 72	173	11	6.36	15	8.67	26	15.03
26 May 72	161	8	4.97	17	10.56	25	15.53
2 Jun 72	220	13	5.91	18	8.18	31	14.09
9 Jun 72	110	6	5.45	11	10.00	17	15.45
16 Jun 72	108	10	9.26	7	6.48	17	15.74
TOTAL	3132	196	6.26	261	8.33	457	14.59

FY 71 ABSENT WITHOUT LEAVE (AWOL) AND DROPPED FROM
ROLLS (DFR) RATES FOR 2D-8 WEEKS TRAINING

<u>WEEK</u>	<u>STRENGTH</u>	<u>AWOL</u>		<u>DFR</u>		<u>AWOL + DFR</u>	
		<u>F</u>	<u>S</u>	<u>F</u>	<u>S</u>	<u>F</u>	<u>S</u>
30 Apr 71	160	4	2.50	1	0.63	5	3.13
7 May 71	127	1	0.79	1	0.79	2	1.57
14 May 71	273	9	3.30	1	0.37	10	3.66
21 May 71	294	4	1.36	11	3.74	15	5.10
28 May 71	284	3	1.06	2	0.70	5	1.76
4 Jun 71	259	3	1.16	1	0.39	4	1.54
11 Jun 71	274	5	1.82	3	1.09	8	2.92
18 Jun 71	212	1	0.47	2	0.94	3	1.42
25 Jun 71	256	1	0.39	2	0.78	3	1.17
<hr/>							
TOTAL	2139	31	1.45%	24	1.12%	55	2.57%

ANNEX C
INCL 10

FY 72

ABSENT WITHOUT LEAVE (AWOL) AND DROPPED
FROM ROLLS (DFR) RATES FOR 2D-8 WEEKS TRAINING

WEEK	STRENGTH	AWOL		DFR		AWOL + DFR	
		#	%	#	%	#	%
2 Jul 71	225	7	3.11	4	1.78	11	4.89
9 Jul 71	258	1	.39	4	1.55	5	1.94
16 Jul 71	258	5	1.94	2	.78	7	2.71
23 Jul 71	297	6	2.02	1	.34	7	2.36
30 Jul 71	271	6	2.21	3	1.11	9	3.32
6 Aug 71	214	4	1.87	2	.93	6	2.80
13 Aug 71	237	4	1.69	1	.42	5	2.11
20 Aug 71	233	8	3.43	1	.43	9	3.86
27 Aug 71	266	8	3.01	4	1.50	12	4.51
3 Sep 71	270	6	2.22	0	0	6	2.22
10 Sep 71	282	7	2.48	0	0	7	2.48
17 Sep 71	161	5	3.11	0	0	5	3.11
24 Sep 71	279	8	2.87	4	1.43	12	4.30
1 Oct 71	236	5	2.12	2	.85	7	2.97
8 Oct 71	84	1	1.19	1	1.19	2	2.38
15 Oct 71	283	0	0	3	1.06	3	1.06
22 Oct 71	120	1	.83	4	3.33	5	4.17
29 Oct 71	97	2	2.06	2	2.06	4	4.12
5 Nov 71	134	1	.75	4	2.99	5	3.73
12 Nov 71	237	3	1.27	3	1.27	6	2.53
19 Nov 71	103	4	3.88	2	1.94	6	5.83
26 Nov 71	186	2	1.08	5	2.69	7	3.76
3 Dec 71	164	11	6.71	4	2.44	15	9.15
10 Dec 71	224	0	0	4	1.79	4	1.79
17 Dec 71	219	4	1.83	0	0	4	1.83
TOTAL	5338	109	2.04	60	1.12	169	3.17

NOTE: Data not available on 5 companies.

ANNEX C
INCL 11

AWOL/DFR DATA: AIT CY 1972

WEEK	STRENGTH	AWOL		DFR		AWOL - DFR	
		#	%	#	%	#	%
7 Jan 72	97	1	1.03	0	0.00	1	1.03
14 Jan 72	166	3	1.81	2	1.20	5	3.01
21 Jan 72	121	3	2.48	1	0.83	4	3.31
28 Jan 72	150	7	4.67	0	0.00	7	4.67
4 Feb 72	142	3	2.11	1	0.70	4	2.82
11 Feb 72	155	3	1.93	4	2.60	7	4.53
18 Feb 72	102	2	1.96	2	1.96	4	3.92
25 Feb 72	137	0	0.00	1	0.73	1	0.73
3 Mar 72	73	2	2.74	3	4.11	5	6.85
10 Mar 72	56	2	3.57	0	0.00	2	3.57
17 Mar 72	109	2	1.83	2	1.83	4	3.67
24 Mar 72	147	9	6.12	3	2.04	12	8.16
31 Mar 72	169	5	2.96	4	2.37	9	5.32
7 Apr 72	78	5	6.41	3	3.85	8	10.26
14 Apr 72	156	0	0.00	3	1.92	3	1.92
21 Apr 72	116	2	1.72	1	0.86	3	2.59
28 Apr 72	229	9	3.93	1	0.44	10	4.37
5 May 72	125	1	0.80	1	0.80	2	1.60
12 May 72	173	3	1.73	5	2.89	8	4.62
26 May 72	161	0	0.00	5	3.11	5	3.11
2 Jun 72	220	1	0.45	3	1.36	4	1.82
9 Jun 72	110	1	0.91	3	2.73	4	3.64
16 Jun 72	108	2	1.85	2	1.85	4	3.70
TOTAL	3132	66	2.11	50	1.60	116	3.70

TRAINEE ATTRITION DATA IN AIT DURING PROJECT VOLAR AT FORT ORD

KIND OF ATTRITION	Jan-Jun 71 N = 2139		Jul-Dec 71 N = 5338		Jan-Jun 72 N = 3132		Jan-Jun 72 N = 10609	
ANDL/DPR	55	2.57	169	3.17	116	3.70	340	3.20
"Unchargeable"	160	7.48	463	8.67	261	8.33	884	8.33
"Chargeable"	64	2.99	245	4.59	196	6.26	505	4.76
Attrition from all causes	224	10.47	708	13.26	457	14.59	1389	13.09

ANNEX D (Trainee Performance) to Fort Ord Final Project VOLAR Evaluation

1. PURPOSE: To present data on trainee performance in BCT and in AIT over the 18-month Project VOLAR duration.
2. METHOD: Performance test scores are maintained on each company during the training cycle. These scores are consolidated for units completing training each calendar week.

3. RESULTS:

a. Inclosure 1 lists performance test results by calendar week for 1st-8 weeks units from Jan 71 to Jun 71. For RM and BPFT, the mean score for the number of trainees (N) taking the test is given, as are the number and percentage of trainees failing the test. For the CPT, the number of trainees taking the test (N) is given, followed by three columns presenting the number and percentage of failures ("no-go's") on the initial test, the first retest, and the second retest. The next two columns across list the percentage of trainees who actually took the BPFT and CPT. These percentages are based on the chargeable strength (base strength less unchargeable losses), which is listed in the last column.

b. Inclosures 2 and 3 present performance results for 1st-8 weeks trainees for Jul 71 - Dec 71 and for Jan 72 - Jun 72, respectively. Inclosure 4 summarizes the BCT performance data for the entire 18-month period in which Project VOLAR was in effect.

c. Physical fitness test data on 2d-8 weeks trainees are given in Inclos 5, 6, and 7, for each successive 6-month period. The AIT physical fitness test results during VOLAR are summarized at Inclosure 8.

Inclosures:

- 1 - BCT Performance Data Jan 71 - Jun 71
- 2 - BCT Performance Data Jul 71 - Dec 71
- 3 - BCT Performance Data Jan 72 - Jun 72
- 4 - BCT Performance Summary During Project VOLAR
- 5 - AIT Physical Fitness Results Jan 71 - Jun 71
- 6 - AIT Physical Fitness Results Jul 71 - Dec 71
- 7 - AIT Physical Fitness Results Jan 72 - Jun 72
- 8 - AIT Physical Fitness Summary During Project VOLAR

1ST-8 WEEKS TRAINEES

DATE	N		R		M		ZPAIL		B		P		T		PROJECT VOLAR		FY 71		C		P		T		Z TAKING		CH	
			MEAN	#FAIL		#FAIL			N	MEAN	P	#FAIL		ZPAIL	N	INITIAL FAIL	1ST RE FAIL	2ND RE FAIL	3RD RE FAIL	4TH RE FAIL	5TH RE FAIL	6TH RE FAIL	7TH RE FAIL	8TH RE FAIL	9TH RE FAIL	10TH RE FAIL	11TH RE FAIL	12TH RE FAIL
PRE-V	853	73.368	00.000	00.000	856	402.405	38	4.439																				
8	908	69.660	00.000	00.000	942	398.894	18	1.910																				
15	972	72.444	00.000	00.000	1042	400.819	28	2.687																				
22	592	73.652	00.000	00.000	610	393.902	32	5.245																				
29	1009	74.979	00.000	00.000	1018	401.352	36	3.536																				
5	785	70.268	1	127	787	385.179	36	4.574																				
12	908	71.951	1	101	908	397.648	36	3.964																				
19	986	70.247	1	101	963	383.857	52	5.399																				
26	985	73.834	00.000	00.000	971	389.738	46	4.737																				
5	749	74.449	00.000	00.000	767	385.474	45	5.867																				
12	706	76.199	00.000	00.000	743	387.628	29	3.903																				
19	721	75.034	4	554	754	396.163	46	6.100																				
26	681	74.992	00.000	00.000	744	393.823	35	4.704																				
2	675	71.886	00.000	00.000	740	387.244	32	4.324																				
9	693	69.411	00.000	00.000	741	391.576	32	4.318																				
16	738	77.990	00.000	00.000	761	391.765	27	3.547																				
23	717	74.713	00.000	00.000	759	409.040	27	3.557																				
30	760	75.111	00.000	00.000	781	399.987	28	3.585																				
7	689	78.549	00.000	00.000	738	398.311	19	2.574																				
14	687	75.231	00.000	00.000	723	394.057	28	3.872																				
21	705	72.493	00.000	00.000	750	398.029	17	2.266																				
28	732	75.428	00.000	00.000	773	394.075	31	4.010																				
4	693	73.969	00.000	00.000	699	395.008	24	3.433																				
11	691	73.104	00.000	00.000	717	394.307	26	3.626																				
18	746	74.663	00.000	00.000	747	408.678	10	1.338																				
25	663	73.312	00.000	00.000	755	385.610	38	5.033																				

TOT

FY 71	19171	73.64	6	0.03%	19933	394.57	778	3.90%	7290	5718	78.44%	1351	18.53%	279	3.83%	97.35%	95.27%	20475	
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ANNEX D, INCL 1

1ST-6 WEEKS TRAINEES

PROJECT VOLAP FORT ORD FY 72

ANNEX D, INCL 2

DATE	N	R	M	F	P	N	C	P	T	Z	TAKING	CH
		MEAN	#FAIL	#FAIL	#FAIL	INITIAL	INITIAL	1ST RE FAIL	2ND	PE FAIL	BPFT	STR
2 JUL	667	76.170	00.000	00.000	29	388.489	508	101	11	1.512	98.028	761
3 JUL	677	76.170	00.000	00.000	16	388.770	536	107	18	2.531	98.480	761
16 JUL	679	76.170	00.000	00.000	18	381.248	536	107	18	2.531	98.480	761
23 JUL	678	75.648	3	.443	52	371.353	490	159	25	3.612	93.540	765
6 AUG	734	72.164	00.000	00.000	33	382.046	80	136	14	1.515	93.717	780
13 AUG	720	72.141	1	.137	24	385.716	69	137	19	2.537	93.803	774
20 AUG	720	75.871	00.000	00.000	17	382.250	513	138	11	1.438	98.309	778
27 AUG	710	75.871	00.000	00.000	17	382.250	513	138	11	1.438	98.309	778
3 SEP	732	72.838	00.000	00.000	35	390.459	92	169	33	5.000	97.636	804
10 SEP	741	74.139	00.000	00.000	35	390.459	92	169	33	5.000	97.636	804
17 SEP	741	74.139	00.000	00.000	35	390.459	92	169	33	5.000	97.636	804
24 SEP	719	76.673	00.000	00.000	30	380.231	66	104	22	2.898	96.335	792
1 OCT	733	74.201	00.000	00.000	22	382.823	505	113	13	2.543	97.124	765
18 OCT	713	70.830	00.000	00.000	27	382.040	491	179	23	3.123	94.974	789
25 OCT	730	70.830	67	12.115	19	382.040	491	179	16	2.511	93.381	695
NOV	719	76.673	6	.835	28	380.954	592	169	30	4.846	96.587	674
5 NOV	723	72.838	2	.353	28	390.002	592	179	13	2.543	96.587	772
12 NOV	723	72.838	2	.353	28	390.002	592	179	13	2.543	96.587	772
19 NOV	723	72.838	2	.353	28	390.002	592	179	13	2.543	96.587	772
26 NOV	723	72.838	2	.353	28	390.002	592	179	13	2.543	96.587	772
DEC	723	72.838	2	.353	28	390.002	592	179	13	2.543	96.587	772
3 DEC	723	72.838	2	.353	28	390.002	592	179	13	2.543	96.587	772
10 DEC	723	72.838	2	.353	28	390.002	592	179	13	2.543	96.587	772
17 DEC	723	72.838	2	.353	28	390.002	592	179	13	2.543	96.587	772
24 DEC	723	72.838	2	.353	28	390.002	592	179	13	2.543	96.587	772
31 DEC	723	72.838	2	.353	28	390.002	592	179	13	2.543	96.587	772
TOT	16179	73.94	90	0.565	640	383.88	12971	2803	601	2.31%	96.34%	18327

Annex D
Incl 3

PERFORMANCE DATA: BCT CY 1972

DATE	N	R	M	#FAIL	ZFAIL	N	B	P	F	T	#FAIL	N	C	INITIAL FAIL	1ST RE FAIL	P	2ND RE FAIL	T	RE FAIL	Z TAKING	CH	
JAN	7	33	77	040	00.000	422	382	458	16	3.791	413	80	369	12	12.009	158	12.009	6	1.183	95.908	98.409	440
	14	33	70	053	00.000	422	376	473	12	3.625	413	80	369	12	12.009	158	12.009	14	1.873	95.908	98.409	440
	28	60	68	036	00.000	422	373	470	3	3.800	413	80	369	12	12.009	158	12.009	31	4.229	95.908	98.409	440
FEB	4	62	68	050	1.442	422	376	473	12	3.791	413	80	369	12	12.009	158	12.009	48	6.722	95.908	98.409	440
	18	62	68	050	1.442	422	376	473	12	3.791	413	80	369	12	12.009	158	12.009	17	5.043	95.908	98.409	440
	23	68	68	050	1.442	422	376	473	12	3.791	413	80	369	12	12.009	158	12.009	17	5.043	95.908	98.409	440
MAR	3	85	70	052	1.656	422	377	472	39	4.054	413	80	369	12	12.009	158	12.009	15	1.607	95.908	98.409	440
	10	85	70	052	1.656	422	377	472	39	4.054	413	80	369	12	12.009	158	12.009	15	1.607	95.908	98.409	440
	17	85	70	052	1.656	422	377	472	39	4.054	413	80	369	12	12.009	158	12.009	15	1.607	95.908	98.409	440
	31	75	69	053	1.131	422	377	472	37	4.410	413	80	369	12	12.009	158	12.009	28	3.960	95.908	98.409	440
APR	14	80	71	055	1.247	422	397	473	19	2.380	413	80	369	12	12.009	158	12.009	4	1.500	95.908	98.409	440
	28	60	70	038	1.387	422	386	473	14	2.017	413	80	369	12	12.009	158	12.009	7	1.076	95.908	98.409	440
MAY	5	61	66	090	1.092	422	378	479	34	4.906	413	80	369	12	12.009	158	12.009	24	3.409	95.908	98.409	440
	12	65	67	109	1.733	422	384	479	22	3.238	413	80	369	12	12.009	158	12.009	3	1.396	95.908	98.409	440
	19	65	67	109	1.733	422	384	479	22	3.238	413	80	369	12	12.009	158	12.009	3	1.396	95.908	98.409	440
	26	45	72	046	1.886	422	359	473	22	4.772	413	80	369	12	12.009	158	12.009	2	1.425	95.908	98.409	440
JUN	2	44	66	077	1.146	422	378	479	23	4.906	413	80	369	12	12.009	158	12.009	9	1.939	95.908	98.409	440
	9	80	64	050	1.087	422	382	479	23	3.238	413	80	369	12	12.009	158	12.009	13	1.438	95.908	98.409	440
	16	56	63	078	4.104	422	378	479	26	3.981	413	80	369	12	12.009	158	12.009	10	1.769	95.908	98.409	440
	30	48	66	038	4.115	422	358	479	19	3.974	413	80	369	12	12.009	158	12.009	1	1.200	95.908	98.409	440
TOTAL	15270	69.67	270	1.778	16744	379.80	684	4.098	16643	14706	88.368	5780	34.738	309	1.868	96.248	95.658	17399				

TRAINEE PERFORMANCE DATA IN BCT DURING PROJECT VOLAR AT FORT ORD

JAN 71 - JUN 72

JAN - JUN 72

JUL - DEC 71

JAN - JUN 71

RM

Number tested
Failures (# and %)
Mean

19171
6 .03%
73.64

16179 .56%
90 73.54

15270 .77%
270 69.67

50620 .72%
366 72.41

BFPT

Number tested
Failures (# and %)
Mean

19933
778 3.90%
394.57

17657 3.62%
640 383.88

16744 4.09%
684 379.80

54334 3.87%
2102 386.54

CPT

Number tested
Initial Test: Failures
1st Retest: Failures
2d Retest: Failures

7290
5718 78.44%
1351 18.53%
279 3.83%

17372
12971 74.67%
2803 16.11%
401 2.31%

16643
14706 88.36%
5780 34.73%
309 1.86%

41305 80.85%
33355 24.03%
9934 2.39%

*Monthly PCPT data

VI 7

PHYSICAL COMBAT PROFICIENCY TEST RESULTS ON 2ND-8-WEEKS TRAINEES

(N = Number of companies)

<u>Point in Time</u>	<u>PCPT</u>	
	<u>N</u>	<u>Mean</u>
30 April 71	2	408.60
7 May 71	1	428.34
14 May 71	2	422.15
21 May 71	2	418.22
28 May 71	2	388.88
4 Jun 71	2	412.32
11 Jun 71	2	407.28
	<u>BPFT</u>	
18 Jun 71	2	399.12
25 Jun 71	2	393.66
PCPT Avg		411.02

ANNEX D
INCL 5

BASIC PHYSICAL FITNESS TEST RESULTS ON 2D-8 WEEKS TRAINEES

(FY 72)

WEEK OF	BPFT	
	N	MEAN
2 JUL	1	412.25
9 JUL	2	398.69
16 JUL	2	385.98
23 JUL	2	413.88
30 JUL	2	382.07
6 AUG	2	404.87
13 AUG	2	385.34
20 AUG	1	409.15
27 AUG	2	394.60
3 SEP	2	398.96
10 SEP	2	375.14
17 SEP	2	376.34
24 SEP	2	341.28
1 OCT	2	393.25
8 OCT	2	387.27
15 OCT	2	370.81
22 OCT	2	372.69
29 OCT	2	379.03
5 NOV	1	399.24
12 NOV	2	386.18
19 NOV	2	376.05
26 NOV	1	391.49
3 DEC	2	388.09
10 DEC	2	382.38
17 DEC	2	386.65
AVG	46	387.24

NOTE: AVG is weighted by number of trainees taking the test.

NOTE: Data not available on two companies.

ANNEX D
INCL 6

PHYSICAL FITNESS TEST RESULTS ON AIT TRAINEES

CT 72

<u>CYCLE ENDING</u>	<u>NO. OF COMPANIES</u>	<u>NO. OF MEN</u>	<u>MEAN</u>
7 Jan 72	1	89	389.89
14 Jan 72	1	151	377.56
21 Jan 72	1	97	377.88
28 Jan 72	1	123	399.79
4 Feb 72	1	107	408.58
11 Feb 72	2	144	399.29
18 Feb 72	1	91	380.20
25 Feb 72	1	125	394.64
3 Mar 72	1	50	404.74
10 Mar 72	1	52	397.00
17 Mar 72	1	84	365.16
24 Mar 72	1	117	407.26
31 Mar 72	1	149	400.01
7 Apr 72	1	62	421.56
14 Apr 72	1	144	415.97
21 Apr 72	1	97	383.69
28 Apr 72	1	168	392.07
5 May 72	1	97	382.27
12 May 72	1	143	424.11
26 May 72	1	124	415.52
2 Jun 72	1	172	393.20
9 Jun 72	1	91	414.02
16 Jun 72	1	87	404.22
TOTAL	24	2564	397.95

NOTE: Beginning on 3 Mar 72 APFT replaced BPFT.

PHYSICAL FITNESS TEST RESULTS IN AIT DURING
PROJECT VOLAR AT FORT ORD

	<u>NUMBER OF COMPANIES</u>	<u>BPFT MEAN</u>
Jan - Jun 71	17	411.02*
Jul - Dec 71	46	387.24
Jan - Jun 72	24	397.95**
Jan 71 - Jun 72	87	394.84

*Mostly PCPT data
**Includes APFT data

ANNEX E (Correlates of Attitude and Re-enlistment Intention) to Fort Ord
Final Project VOLAR Evaluation

1. PURPOSE: To examine the correlation between trainee ratings of selected elements in the environment and ratings of attitude and re-enlistment intention.

2. METHOD: 63 x 63 correlation matrices of all CET items (and scales) were generated on 6-month samples of BCT and AIT training companies. In these studies N = the number of companies graduating (and taking the CEI) during the designated 6-month period.

3. RESULTS:

a. Results from the correlation matrices are abstracted in the tables at Inclosures 1 and 2. Inclosure 1 is from data collected during the Jan 71 to Dec 71 period and Inclosure 2 is the most recent intercorrelation data (Jan - Jun 72). The algebraic values of the correlation coefficients are rank-ordered for Items 21-40 of the CEI.

b. The degree of agreement among the three sets of BCT attitude ranked correlates is reflected in a Kendall's coefficient of concordance of $W = .914$. For the three sets of BCT re-enlistment intention rankings, $W = .706$.

c. A Spearman's rho (r_s) run on the two sets of AIT attitude rankings is .689. $r_s = .320$ for the AIT re-enlistment intention rankings of FY 72 vs CY 72.

Inclosures:

- 1 - Correlates of Attitude and Re-enlistment Intention Jan - Jun 71 and Jul - Dec 71
- 2 - Correlates of Attitude and Re-enlistment Intention Jan - Jun 72

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CORRELATION COEFFICIENTS OF ATTITUDE AND REENLISTMENT INTENTION AGAINST PART I: JAR COMPANY EVALUATION INVENTORY (CEI) **VARIABLES: FY 71 1st-8 Weeks Data compared with FY 72 1st-8 Weeks Data compared with FY 72 20-8 Weeks Data**

MEASURE	CEI ITEM #	VARIABLE	ATTITUDE (ITEM 62: 6-ITEM SCALE)				REENLISTMENT INTENTION (ITEM 46)						
			Week 8		Week 16		Week 8		Week 16				
			FY71 N=125	r	rank	FY72 N=123	r	rank	FY71 N=125	r	rank	FY72 N=123	r
Part I:	1	Trainees liking of MRS	.55		.66		.34		.41		.36		
	51	Aggregate of 20 MRS items	.73		.82		.42		.47		.36		
	55	Fidelity of MRS execution	.75		.83		.43		.48		.35		
	56	Care in recording merits	.43		.62		.27		.33		.27		
	57	Explicitness of required behaviors	.67		.79		.41		.48		.30		
	Part II:	21	Harassment (lack of)	.56	11	.50	15	.19	17	.34	14	.30	7
		22	Effectiveness of TIS	.62	7	.70	8	.38	6	.55	1	.50	4
23		Amount of Food	.57	10	.59	12	.46	2	.38	12	.18	14	
24		Availability of dayroom	.38	17	.39	17	.26	15	.32	17	.08	16	
25		Quality of training/instruction	.69	5	.48	1	.38	7	.44	9	.17	15	
26		Responsiveness of cadre	.74	3	.77	6	.39	5	.41	10	.23	12	
27		Amount of sleep	.49	14	.61	11	.29	14	.55	2	.68	1	
28		Time to eat	.46	16	.48	16	.29	12	.45	8	-.27	19	
29		DS interest in performance	.72	4	.35	2	.37	8	.46	5	.5	5	
30		Military courtesy/discipline	.61	8	.74	7	.39	4	.34	16	.26	9	
31		Adequacy of plumbing/heating	.33	18	.51	14	.32	11	.34	15	.63	2	
32		Quality of food	.48	15	.53	13	.35	9	.35	13	.24	11	
33		Responsiveness of orderly room	.65	6	.77	5	.32	10	.46	6	.38	6	
34		Amount of physical training	-.08	20	.19	20	.06	17	-.09	20	-.24	18	
35		CO's concern for men's welfare	.56	12	.66	9	.18	18	.46	7	.19	13	
36		Treatment as men	.74	2	.90	2	.41	3	.51	3	.27	8	
37		Respect for sick call visits	.30	19	.33	18	.06	19	.28	19	-.41	20	
38		Choice in hair cut style	.54	13	.27	19	.23	16	.29	18	.07	17	
39		Informal athletics recreation	.60	9	.63	10	.42	12	.38	11	.52	3	
40	Keeping troops informed	.77	1	.78	4	.50	1	.50	4	.25	10		
52	Aggregate of items 21 - 40	.81		.91		.46		.54		.48			
Special Scales:	58	Food (quality and quantity)	.55		.58		.42		.38		.22		
	59	Leadership/professionalism/training	.84		.90		.48		.50		.34		
	60	Company commander leadership	.69		.75		.31		.52		.47		
	61	Austerity (lack of)	.63		.54		.28		.47		.46		

NOTE: when N=123, p=.05 for r of $\pm .18$; when N=123, p=.01 for r of $\pm .23$; when N=48, p=.05 for r of $\pm .28$; when N=48, p=.01 for r of $\pm .37$

NOTE: r's carried to 4 significant digits in the computer correlation matrix output resolved the issue of tied ranks.

CORRELATION COEFFICIENTS OF ATTITUDE AND REENLISTMENT INTENTION AGAINST PARTICULAR CEI VARIABLES

CEI ITEM CONTENT	Attitude (Item #62: 6-item scale) BCT CY72 N=103		Reenlistment Intention (Item #46) BCT CY72 N=103		ALT CY72 N=23	
	r	rank	r	rank	r	rank
21 Harassment (lack of)	.52	11	.39	8	.62	3
22 Effectiveness of TIS	.65	6	.49	2	.49	12
23 Amount of food	.49	12	.29	15	.54	8
24 Availability of dayroom	.34	17	.14	17	.41	15
25 Quality of training/instruction	.79	1	.50	1	.61	4
26 Responsiveness of cadre	.64	7	.37	10	.63	1
27 Amount of sleep	.46	13	.23	16	.60	5
28 Time to eat	.46	14	.39	3	.39	16
29 DS interest in performance	.70	3	.38	9	.62	2
30 Military courtesy/discipline	.61	8	.30	14	.54	7
31 Adequacy of plumbing/heating	.41	16	.31	13	.31	18
32 Quality of food	.43	15	.34	12	.47	13
33 Responsiveness of orderly room	.69	5	.43	4	.53	10
34 Amount of physical training	-.14	19	-.41	20	-.19	20
35 CO's concern for men's welfare	.71	2	.43	7	.54	9
36 Treatment as men	.61	9	.43	5	.57	6
37 Respect for sick call visits	-.22	20	-.21	19	-.06	19
38 Choice in hair-cut style	.14	18	.12	18	.41	14
39 Informal athletics/recreation	.53	10	.36	11	.35	17
40 Keeping troops informed	.70	4	.43	6	.52	11
Special scales:						
55 Fidelity of M3S execution	.79		.48		---	
58 Food (quality and quantity)	.48		.33		.53	
59 Leadership/training/professionalism	.79		.47		.65	
61 Austerity (lack of)	.46		.29		.60	

NOTE: When N=103, $p=.05$ for r of $+.19$ and $p=.01$ for r of $+.25$. When N=23, $p=.05$ for r of $+.41$ and $p=.01$ for r of $+.53$.
NOTE: r 's carried to 4 significant digits in the computer correlation matrix output resolved the issue of tied ranks.

ANNEX F (Permanent Party Attitude) to Fort Ord Final Project VOLAR
Evaluation

1. PURPOSE: To present attitude ratings of permanent party members.

2. METHOD:

a. The Army Satisfaction Inventory Form 1 (ASI₁) was constructed at Fort Ord in the Spring of 1972. The ASI₁ was administered for the first time to a sample of some 450+ permanent party members in June 1972. The respondents were the same individuals as those who participated in the Fort Ord SDC MVA June 72 survey.

b. A copy of the ASI₁ is at Inclosure 1. The inventory requests the respondent to rate the degree of his satisfaction/dissatisfaction with various aspects of his present life. While the survey is anonymous, the respondent is asked to provide demographic data on himself.

3. RESULTS:

a. The permanent party sample measured with the ASI in June 1972 can be described as follows:

N = 450+

Sex: 98% male; 2% female

Race: 66% white; 20% black; 14% "other"

Grade: 89% enlisted; 10% officer; 1% warrant

b. Inclosure 2 presents the results obtained from this first ASI survey for each of the 60 items in the inventory. The items are rated on a 5-point scale, ranging from 1.00 to 5.00, with 3.00 the midpoint. Both mean and median statistics are computed and listed for each item. (The median, of course, gives less weight to extreme ratings when the consensus of ratings are at the other extreme. It gives more weight to extreme ratings when there is a preponderance of similar extreme ratings. The median, therefore, is perhaps a more "sensitive" indicator of a distribution's position than is the mean. The mean and standard deviation have the advantage of lending themselves readily to tests of statistical significance and establishment of confidence limits.)

c. At Inclosure 3 correlation coefficients are listed for those items on the ASI which correlated most highly with career satisfaction (Item 60) and with career intention (last line of Identifying Data on ASI sheet).

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Inclosures:

- 1 - Army Satisfaction Inventory Form 1 (ASI)
- 2 - Results from ASI 13 June 1972
- 3 - Some Inter-item Correlates on the ASI

F-2

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ARMY SATISFACTION INVENTORY Form # ASI-1

-THIS IS AN ANONYMOUS SURVEY. RESULTS ARE ANALYZED ON A GROUP BASIS ONLY. NO INDIVIDUAL IDENTIFYING DATA TO BE RELEASED.

-USE PENCIL PROVIDED (#2) BLACKEN IN CHOICES FIRMLY ERASE ERRORS COMPLETELY MAKE NO STRAY MARKS DO NOT FOLD

*Below is a list of incomplete statements organized under topical headings. Complete each statement by selecting one and only one Dissatisfaction/Satisfaction rating for each statement.

NA rating of "1" indicates you are completely dissatisfied with. A rating of "5" indicates you are completely satisfied with. A rating of "2", "3", or "4" falls between these two extremes.

*The numerical ratings you assign are interpreted as representing the direction and strength of your feelings.

PHASE ERRORS COMPLETELY WARE NO SYMPTOMS OF NOISES

IDENTIFYING DATA

DATE _____ POST: _____

UNIT _____

JOB (in words): _____

SEX: MALE FEMALE

RACE: BLACK WHITE OTHER

GRADE: 01 02 03 04 05 06 07 08 09 10

AGE: 17-19 20-22 23-25 26-28 29-31 32-34 35-37 38-40 41-43 44+

HEIGHT: 5-11 5-12 5-13 5-14 5-15 5-16 5-17 5-18 5-19 5-20

WEIGHT: 110-120 121-130 131-140 141-150 151-160 161-170 171-180 181-190 191-200 201+

HAIR: 0 1 2 3 4 5 6 7 8 9

IS: BARRACKS BEG BOG FAMILY HOUSE AND POS POS

CORREL: DEFINITELY PROBABLY INDECIDED PROBABLY DEFINITELY

1 - Completely
DISSATISFIED with

2 - Mostly
DISSATISFIED with

3 - NEUTRAL/UNDECIDED
About

4 - Mostly
SATISFIED with

5 - Completely
SATISFIED with

Years of EDUCATION (12 + High Diploma)

YEARS ON ACTIVE DUTY

MONTHS ON POST.

NUMBER OF DEPENDENTS:

PRESENT LIVING QUARTERS:

I intend to make the Army a career

GENERAL

1	1:00	1:05	1:10	1:15	1:20	the idea of having an all-volunteer Army.
2	1:20	1:25	1:30	1:35	1:40	this Post's progress in improving leadership, training, professionalism.
3	1:40	1:45	1:50	1:55	2:00	this Post's progress in improving living conditions for its members.
4	2:00	2:05	2:10	2:15	2:20	the public image of the Army.
5	2:20	2:25	2:30	2:35	2:40	Army recruiter practices and information.

MY PRESENT JOB

Item	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
6	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
7	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
8	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
9	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
10	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
11	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
12	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
13	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
14	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
15	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

LEADERSHIP CONDITIONS

16	12	13	14	15	the leadership and efficiency in my present unit.
17	12	13	14	15	the state of discipline in my present unit.
18	12	13	14	15	the management and efficiency in my present duty section.
19	12	13	14	15	the amount of concern shown by my leaders for my personal welfare.
20	12	13	14	15	the amount of moral trust and respect in my duty situation.
21	12	13	14	15	the extent to which I am kept informed.
22	12	13	14	15	the extent to which I am required to "hurry up and wait"

10
MY PRESENT LIVING QUARTERS

23	1	2	3	4	5	the overall pleasantness and comfort of.
24	1	2	3	4	5	the maintenance and state of repair of.
25	1	2	3	4	5	the amount of space I have in.
26	1	2	3	4	5	the degree of privacy I have in.
27	1	2	3	4	5	the furniture and furnishings in.
28	1	2	3	4	5	the freedom I have to decorate.
29	1	2	3	4	5	the freedom I have to entertain guests in.
30	1	2	3	4	5	the Army canteen I am served.

POST ENVIRONMENT

31	1	2	3	4	5	the social and recreational opportunities on this Post
32	1	2	3	4	5	the club (belong to (Officers', NCO, Soldiers').
33	1	2	3	4	5	the Post commissary.
34	1	2	3	4	5	the Post Exchange(PX).
35	1	2	3	4	5	on-Post transportation resources.
36	1	2	3	4	5	transportation resources to and from Post.
37	1	2	3	4	5	the security precautions on Post.
38	1	2	3	4	5	the military discipline on this Post.
39	1	2	3	4	5	race relationships on this Post.
40	1	2	3	4	5	the local schools for children,

MEDICAL CARE ON THIS POST

41	1	2	3	4	5	the overall quality of Post medical care.
42	1	2	3	4	5	the length of waiting periods to receive care.
43	1	2	3	4	5	the responsiveness of the medical personnel.
44	1	2	3	4	5	the continuity of the care given.
45	1	2	3	4	5	the physical facilities.
46	1	2	3	4	5	the CHAMPUS program.

DENTAL CARE ON THIS POST

[illegible]

CAREER ASPECTS

am						
50	1:11	1:22	1:33	1:44	1:55	the fairness of Army pay.
51	1:11	1:22	1:33	1:44	1:55	the opportunities for advancement/
						promotion.
52	1:11	1:22	1:33	1:44	1:55	four stabilization opportunities.
53	1:11	1:22	1:33	1:44	1:55	the job security one has in the Army.
54	1:11	1:22	1:33	1:44	1:55	the opportunities for professional
						achievement and fulfillment.
55	1:11	1:22	1:33	1:44	1:55	the standard-of-living one has in
						the Army.
56	1:11	1:22	1:33	1:44	1:55	leave/time-off policies.
57	1:11	1:22	1:33	1:44	1:55	the Army's retirement benefits.
58	1:11	1:22	1:33	4	5	family life in the Army.
59	1:11	1:22	1:33	1:44	1:55	the opportunity one has to acquire
						civilian-related skills in the Army.
60	1:11	1:22	1:33	1:44	1:55	the Army as a career for me.

Annex F, Incl 1

RESULT FROM ARMY SATISFACTION INVENTORY

FORT ORD 13 JUNE 1972

	<u>ITEM NO.</u>	<u>N</u>	<u>MEAN</u>	<u>SD</u>	<u>MEDIAN</u>
General					
	1	445	3.53	1.32	3.81
	2	446	3.44	1.20	3.69
	3	438	2.88	1.38	2.88
	4	439	2.54	1.29	2.32
	5	440	2.62	1.29	2.61
AVG			3.00		
Job					
	6	441	3.67	1.31	3.98
	7	440	3.30	1.40	3.67
	8	440	3.79	1.15	4.00
	9	441	3.76	1.29	4.07
	10	434	3.66	1.35	4.00
	11	439	3.67	1.26	3.94
	12	439	3.17	1.34	3.30
	13	435	3.08	1.45	3.16
	14	438	3.56	1.43	3.94
	15	437	3.44	1.43	3.79
AVG			3.51		
Leadership					
	16	441	3.52	1.32	3.83
	17	441	3.43	1.23	3.68
	18	442	3.76	1.19	4.00
	19	444	3.74	1.32	4.07
	20	445	3.77	1.30	4.09
	21	442	3.40	1.35	3.74
	22	441	3.00	1.35	3.11
AVG			3.52		
Quarters					
	23	437	3.55	1.45	3.95
	24	438	3.37	1.47	3.72
	25	439	3.63	1.47	4.08
	26	436	3.75	1.37	4.14
	27	432	3.53	1.41	3.82
	28	435	3.25	1.54	3.54
	29	431	3.72	1.40	4.12
	30	433	3.40	1.30	3.47
AVG			3.53		
Post Environment					
	31	450	3.43	1.27	3.67
	32	445	3.18	1.29	3.28
	33	448	3.29	1.20	3.41
	34	451	3.63	1.17	3.88
	35	451	2.88	1.24	2.94
	36	450	2.90	1.23	2.96
	37	453	3.22	1.26	3.36
	38	452	2.85	1.28	2.87
	39	450	3.14	1.22	3.28
	40	448	3.50	1.01	3.40
AVG			3.20		

	<u>ITEM NO.</u>	<u>N</u>	<u>SD</u>	<u>MEAN</u>	<u>MEDIAN</u>
Medical Care	41	453	3.36	1.29	3.59
	42	452	2.60	1.37	2.38
	43	452	2.97	1.34	3.00
	44	450	3.21	1.24	3.37
	45	452	3.76	1.16	3.95
	46	447	3.47	1.10	3.55
	AVG		3.23		
Dental Care	47	448	3.79	1.20	3.97
	48	446	2.75	1.41	2.78
	49	446	3.16	1.33	3.23
	AVG		3.23		
Career	50	452	3.17	1.40	3.51
	51	453	3.13	1.36	3.52
	52	450	3.30	1.26	3.53
	53	453	3.47	1.29	3.67
	54	447	3.42	1.27	3.60
	55	446	3.29	1.26	3.55
	56	453	3.58	1.33	3.90
	57	452	3.85	1.09	3.99
	58	451	3.09	1.32	3.22
	59	451	3.43	1.27	3.64
	60	452	3.27	1.51	3.53
	AVG		3.36		
60-item AVG			3.35		

ITEMS MOST HIGHLY CORRELATED WITH CAREER SATISFACTION

(Item #60 on ASI) -- FROM 13 JUN 72 FORT ORD ASI ADMINISTRATION

<u>ITEM # & CONTENT</u>	<u>N</u>	<u>r</u>
58. Family life in the Army	450	.644
54. Opportunities for professional fulfillment	446	.595
55. Standard-of-living in Army	445	.578
59. Opportunity to acquire civilian skills	450	.476
50. Fairness of Army pay	451	.451
30. Army chow	432	.437
56. Leave/time off policies	452	.428
53. Job security	452	.416
57. Retirement benefits	452	.410
22. Amount of "hurry up and wait"	440	.410
8. Extent to which relied upon	439	.408

ITEMS MOST HIGHLY CORRELATED WITH CAREER INTENTION STATEMENT --

FROM 13 JUN 72 FORT ORD ASI ADMINISTRATION

<u>ITEM # & CONTENT</u>	<u>N</u>	<u>r</u>
58. Family life in the Army	451	.530
54. Opportunities for professional fulfillment	447	.463
55. Standard-of-living in Army	446	.458
8. Extent to which relied upon	440	.367
50. Fairness of Army pay	452	.349
30. Army chow	433	.343
6. Interestingness of job	441	.337
2. Post's progress in improving professionalism	445	.334
16. Leadership and efficiency in unit	440	.325
22. Amount of "hurry up and wait"	441	.324

ANNEX G (Chronology of Programs and Policies Affecting Training) to
Fort Ord Final Project VOLAR Evaluation

1. PURPOSE: To document the major program/policy happenings related to training and training development at Fort Ord for the period prior to and during Project VOLAR.
2. DISCUSSION: The chronology presented herein pretends only to touch the major highlights of events which could be expected to impact directly upon the data obtained and presented in the foregoing Annexes of this report. In an experimental design sense, the happenings in this chronology are the "independent variables." It is recognized that an inferential marriage between the contents of these two sets of variables cannot take place with experimental precision in our attempt to try to discover what goes with what. Nevertheless, it is important to be mindful of the general context in which the data were gathered and to have at least some understanding of what changes occurred when.
3. PRESENTATION:

CHRONOLOGY OF PROGRAM AND POLICY HAPPENINGS
AFFECTING TRAINING AT FORT ORD

<u>Date</u>	<u>Program/Policy</u>
1965	Imposition of stringent meningitis controls (BCT trainees restricted to company area during entire 8-week period).
Jun 1969	MG Davidson assumes command.
Aug 1969	Formation of TMEC (17 subcommittees to examine training and to report to CG).
Feb 1970	Post Regulation establishing Company Trainee Councils (later designated Training Improvement Seminars by higher headquarters).
Mar 1970	Began company test of Merit-Reward System (MRS), a formalized program of incentive management for the basic trainee.
May 1970	Relaxation of meningitis control regulations.
May 1970	Began CONARC-directed 2-battalion test of MRS.
Aug 1970	Established security policy of limited access to Post.
Nov 1970	Post Regulation establishing the MRS (modified) in all BCT companies upon filling.

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<u>Date</u>	<u>Program/Policy</u>
Nov 1970	Post Regulation establishing and formalizing a quantitative assessment system to evaluate BCT unit functioning--the Unit Analysis Report (UAR). This program served as a management information system for unit commanders.
1 Jan 1971	Project VOLAR began.
Jan 1971	MRS revised to conform with VOLAR programs and policies; MRS extended to AIT.
5 Mar 71	First cycle of 1st-8 weeks Experimental Volunteer Army Training Program (EVATP) was completed.
30 Apr 1971	First cycle of 2d-8 weeks EVATP was completed.
Apr 1971	Departure of MG Davidson; BG Long becomes interim commander.
Jun 1971	MG Moore assumes command.
Jul 1971	Trainee input changes from predominantly US (draftees) to RA (enlistees).
Jul-Aug 1971	Discipline re-emphasized. POI expanded to include discipline training. Return to more austerity for the basic trainee.
Aug 1971	Courses began for officers and NCO's in leadership and professionalism. Drill Sergeant Refresher Course developed.
Sep 1971	UAR rescinded. Higher headquarters directs less emphasis be placed on quantitative methods for quality control in training.
Oct 1971	Austerity, severity, and ruggedness in training are emphasized. First BCT cycle to graduate under re-introduction of "challenges" in training.
Nov 1971	First BCT cycle to graduate under Fort Ord's accelerated training program.
Jan 1972	MRS in AIT is rescinded.
14 Apr 1972	First cycle to graduate in new S 1/2 week BCT program.

<u>Date</u>	<u>Program/Policy</u>
May 1972	Curtailment of selected programs (e.g., leadership instruction) to conserve resources for training.
30 Jun 1972	Project VOLAR completed.

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